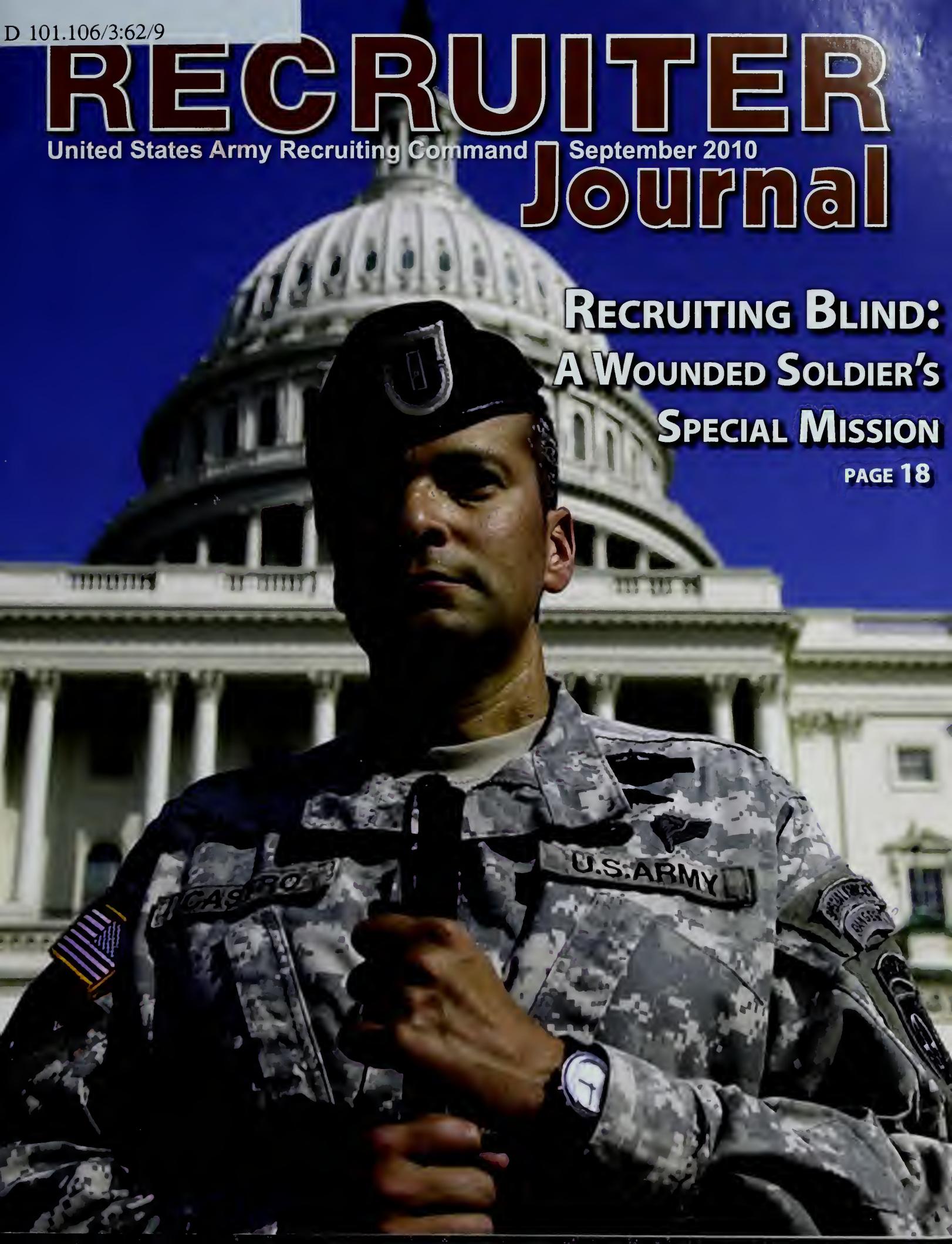


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# RECRUITER

United States Army Recruiting Command September 2010

# Journal



**RECRUITING BLIND:  
A WOUNDED SOLDIER'S  
SPECIAL MISSION**

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# September 2010 Volume 62, Issue 9

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**ON THE COVER:** Capt. Ivan Castro, who was blinded after a combat injury in Iraq, stops before the capitol building in Washington, D.C. Castro now serves as the total Army engagement coordinator with the Special Operations Recruiting Battalion. Photo by Stephanie Bruce.

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# RECRUITER Journal

**FLARE**

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The Recruiter Journal (ISSN 0747-573X) is authorized by Army Regulation 360-1 for members of the U.S. Army Recruiting Command. Contents of this publication are not necessarily official views of, or endorsed by, the U.S. Government, Department of Defense, Department of the Army, or the U.S. Army Recruiting Command.

The Recruiter Journal is published monthly by the U.S. Army Recruiting Command Public Affairs Office. Send submissions and correspondence to Editor, Recruiter Journal  
ATTN: RCMEO-PA  
Building 1307, Third Avenue  
Fort Knox, KY 40121-2726.  
Phone: (502) 626-0172, DSN 536.  
E-mail: RJournal@usarec.army.mil.  
[www.usarec.army.mil/hq/apa/journal.htm](http://www.usarec.army.mil/hq/apa/journal.htm)

Deadline for submission of material is the first week of the month prior to publication.

Printed circulation: 12,700.

Periodicals postage paid at Fort Knox, Ky., and at additional mailing office.

POSTMASTER - Send address changes to:  
Cdr, U.S. Army Recruiting Command  
ATTN: RCMEO-PA (Recruiter Journal)  
1307 Third Avenue  
Fort Knox, KY 40121-2725

Feedback: We want to hear from you. Send your magazine comments, ideas and story suggestions to the editor. E-mail [julia.bobick@usarec.army.mil](mailto:julia.bobick@usarec.army.mil).

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# Suicide Prevention

## Leadership Key to Building a More Resilient Team

This month the Army joins the Nation in observing National Suicide Prevention Month, which sadly comes on the heels of our fourth Soldier suicide in the command this calendar year.

This year's theme, "Shoulder to Shoulder – I Will Never Quit on Life," is linked to the Army and USAREC videos you all watched this past month and as part of our Stand Down Day. I am incredibly proud of our NCOs for volunteering to share their stories, which you can read more about in this issue, in an effort to help others.

The Army's recent report on Health Promotion, Risk Reduction and Suicide Prevention is a significant reminder across the Army we are still battling the stigma associated with seeking help from behavioral health professionals, whether it be for post traumatic stress disorder, alcohol or drug dependence, relationship issues or the stresses of work and daily life.

As I've said many times, there will be no stigma in this command for seeking help – I mean it. If you need help – whatever the reason – ask for it. The people who care about you will not judge you. If you see someone who needs help – help them get the assistance he or she needs. The quality of life, health and well-being of every Soldier, civilian and family member of this command is as important to me and USAREC's Leadership Team as the annual mission.

As our Vice Chief of Staff of the Army, General Peter Chiarelli, has said, "At the end of the day, no matter how much effort we spend on programs, how many changes we make to policies, or hours spent on suicide prevention training, our last and most potent line of defense remains our leadership."

It's truly about leadership. Leadership means taking care of Soldiers. I ask every

leader at every level of this command to ensure they are fostering an environment free of stigma of any kind, and that they make the time to truly get to know and understand their Soldiers and families.

The USAREC Risk Assessment Card is a great tool to help us accomplish that, but only if we take it seriously. Don't just check the block. Get away from the office and ensure you have a meaningful dialogue with your Soldiers. Make a point to find out about their home life, their children and the things they are passionate about – outside of the Army.

We need to do more to build resiliency – not only in our Soldiers, but in our families and our civilian team members, as well.

The Army is good at taking care of physical training, now we need to get better at taking care of our mental fitness and well-being, which is the goal of the Army's Comprehensive Soldier Fitness Program. All of our Soldiers should have already completed the Global Assessment Tool (GAT), but this great self-assessment tool is now

also available to family members and Army civilian employees. I encourage anyone who has not taken advantage of this introspective tool, to do so. It's a great way to learn more about yourself. In addition, look for more resiliency training in your small units and at your upcoming annual training events.

Together we can build a more resilient team. And as I said before, this business is all about leadership.

In closing, you've probably all heard by now that next fiscal year is going to be the Year of the Station Commander. Beginning next month we are really going to focus on our station commanders and developing our small-unit teams. They are the future of this command. Stay tuned for more details!

Strength starts here! Hooah! Army Strong.



## Submit Your Year of Station Commander Logo Design

Fiscal Year 2011 will be the Year of the Station Commander, highlighting the important role USAREC's first-line leaders have not only in developing their teams, but also in leading the command into the future. How should the Year of the Station Commander be branded? The command is seeking field submissions for a logo to be used throughout the year in the Journal and on emotional products, training packages, news releases and more. Submit logo designs through the Recruiter Journal submission Sharepoint site at <http://span.usaac.army.mil/sites/RC-G7G9/PA/RJ/default.aspx>. The deadline is Sept. 15. Direct questions to [julia.bobick@usarec.army.mil](mailto:julia.bobick@usarec.army.mil). The individual with the winning entry, as selected by a headquarters working group, will be recognized at the Annual Leaders Training Conference in San Antonio in October.



## Future Soldier Training Program Changes Coming Soon

Recruiting Command will implement a new Future Soldier Training Program (FSTP) during the first quarter of Fiscal Year 2011. The revised program will standardize Future Soldier training throughout the command and update the courses that are in the Future Soldier Training System to better posture Future Soldiers for success during Initial Military Training.

Training will include both mandatory and training cycle tasks Future Soldiers will need to complete before they ship, in addition to completing the Physical Fitness Assessment and Diagnostic Army Physical Fitness Tests. Tasks will be incorporated into the Digital Training Management System and will be based on a four-week training schedule to help take the guesswork out of which tasks should be accomplished.

In addition, recruiters, station com-

manders and/or Future Soldier leaders will be required to provide a holistic assessment of every Future Soldier.

"This assessment, which will be forwarded to the training base as part of the new USAREC Form 1137, will allow drill sergeants to learn more about their recruit's backgrounds and participation in training, such as physical fitness and Soldier skill training, which will allow drill sergeants to continue to assist Soldiers during training," said Victoria Sorensen, USAREC G3 plans and programs division chief.

The new guidance will also standardize the physical training program - Future Soldiers will be expected to follow the 12-week program outlined in the Army pocket physical training guide to prepare them for the rigors of training before they ship.

Look for details in a future USAREC message.

## U.S. Army Racing Creating Picture Perfect Veterans Day

### Veterans' Photos to Cover No. 39 U.S. Army Chevy at Nov. 14 Race

*U.S. Army Accessions Command*

Ryan Newman's NASCAR U.S. Army car will have many passengers at the Kobalt Tools 500 Sprint Cup race at Phoenix International Raceway on Nov. 14. One of them could be you.

Faces of Soldiers and veterans will be included in the paint scheme of the No. 39 U.S. Army Chevrolet for that race. Go online at [www.goarmy.com/yourphotohere](http://www.goarmy.com/yourphotohere) to submit photos of Soldiers and veterans. Images will be collected through Sept. 24. Those selected will be featured on the hood, trunk, side panels and bumpers of the race car.

"What a cool way for us to say 'thank you' and honor the Army Strong Soldiers who have served our country," said Newman. "This is the Soldiers' car and having the faces of the brave men and women of the U.S. Army represented will be a great inspiration and a powerful reminder of what it means to be Army Strong."

## USAREC CSM's ProNet Site

The newest ProNet topic area is the command sergeant major's unit visits site. This topic area will document the CSM's visits across the command. Unit leaders will capture highlights and key points for dialogue. The USAREC CSM will also share his thoughts, and wants feedback from Soldiers, families and civilian employees. The site will serve as a central warehouse for comments and tactics, techniques, and procedures.

This warehouse of ideas will work only when every leader becomes an active member of Recruiting ProNet. The USAREC CSM expects every recruiting leader, both noncommissioned officers and officers, to sign up for membership in Recruiting ProNet. Of course, it's not enough simply to be a member. Leaders should also actively engage online with other members.

Reference USAREC Msg 10-173.

## GAT for Civilian Employees

One of the Army's top priorities is Comprehensive Soldier Fitness (CSF), a program to help Soldiers, their family members and Army civilians be as strong mentally as they are physically. Part of the CSF program is the Global Assessment Tool (GAT), an online, self-administered survey that measures one's strengths in four areas: emotional, social, family and spiritual.

The GAT debuted for Soldiers in October; it's now also available to family members and civilians with Army Knowledge Online accounts.

Soldiers, civilians and family members can access the GAT online at [www.army.mil/csf/](http://www.army.mil/csf/).

## Policy Reminders

USAREC liaisons are still encountering Future Soldiers arriving at the reception battalions without the necessary documents to enroll their family members into DEERS. Necessary documents include birth certificates, government issued identification cards, marriage certificates, Social Security cards, and court ordered child support documents.

For these and other policy issues and reminders, reference USAREC Msg 10-172.

# Teamwork

## Taking Advantage of Our Expertise, Talent and Resources on all Levels



Command Sgt. Maj. Todd Moore

I want to start off this month by saying how honored I am to be serving as the command sergeant major of this GREAT Command.

This is one of the most dynamic organizations in our Army today. We are always on mission and as we prosecute that mission, we must simultaneously take care of our Soldiers and families while training our force to standard.

I want to use my time this month to share some thoughts and give you an opportunity to get to know me better.

First and foremost, as I mentioned in last month's column, my primary focus is taking care of our Soldiers and their families by providing leaders the necessary resources to improve quality of life.

Additionally, we have to look hard at ways to improve our communications — both up and down — while enforcing the use of the chain of command and NCO support channels.

My many years of service have taught me the best way to improve processes or solve problems is to engage it at the lowest levels.

We have some of the finest leaders in the Army and I would encourage everyone to engage the chain of command and NCO support channel at every opportunity.

In the short time I've been in this position, I've seen some real exciting things happening across this global command: from innovative leader development training to some dynamic center of influence and VIP development programs.

However, I am convinced we need to share these great ideas across unit lines better. We need to share these processes or ideas, not only in our company and battalion AORs, but also with our brothers and sisters in other battalions and brigades.

Competition is healthy when it drives us to improve our level of performance. Competition is unhealthy when done at the expense of the team and the greater good.

Whether it is a company or a battalion or even a brigade element, we operate to provide the right people, in the right job, at the right time for our Army.

Where you rank has no influence on me; how well you perform against your potential and how well you adapt to the precision needs of our Army does.

Finally, as we close out a great FY10 and begin FY 11, I ask each of you to dedicate time each week to professionally develop yourself both physically and mentally.

Whether an officer, NCO, or DA civilian, nothing makes us stronger or more resilient than improving ourselves.

I think we do a pretty good job with the institutional development piece and are further refining it to be even better. We also continue to develop our organizational products and processes.

Rarely do we discuss or promote each individual's responsibility to improve themselves.

As we move away from an environment of individualism and toward an adaptive small unit recruiting process, bringing your best individual self to the team becomes even more important at all levels.

Army Strong!

# Spiritual Fitness

## *Strengthening Your Mental State Through*

# Faith

By Chaplain (Lt. Col.) Thomas W. Cox

**W**hile waiting to board a plane, I was informed of the fourth suicide this year in Recruiting Command. I felt like someone had hit me in the gut. Why suicide?

How can someone's experience of life get so bad that they want to kill themselves?

As I struggled to identify something the Army could do to stop suicide from becoming such a prevalent option for some people, I remembered a quote from Sgt. Charles Schlichter that I read in the book, "This Kind of War," by T.R. Fehrenbach.

Schlichter was an infantryman in Europe during World War II. He was serving as a medic with the 2nd Infantry Division during the Korean conflict when he was captured by the Chinese. His experience while a prisoner of war is quoted below.

"The sick and those with war wounds died first. Then the men without faith began to die, often, seemingly, of nothing at all. The youngest men, oddly, died first."

Schlichter, who never lost his determination to live to return, or his faith in God, believed that most who died didn't have to die. For the first time in his life, he wondered if the will to die, when men's worlds have been turned upside down, was not stronger than the urge of live.

There were men who had grown up with no strong belief in anything; they had received no faith from parents, school or church. They had no spiritual home or haven. Exposed to horror and misery, when the men with the guns cut the line to home, destroyed every material reason for living, they could not adjust. They no

longer wanted to live.

In Schlichter grew a feeling, which he never lost, that some American mothers had given their sons everything except a belief in themselves, their culture and their manhood. Some had sent their sons out into a world with tigers without telling them about the dangers and with no moral armament.

I wonder if this same dynamic felt by Schlichter exists in our society today? When the foundation of our self-concept is primarily based on a person, rank, money or success, what happens to how we feel about life and ourselves when we lose that part of our foundation?

What is the foundation of your self-concept based on? What do you require to feel good about yourself and your experience of life? I encourage you to consider these questions as you evaluate your life.

If our lives are based on things that we can lose or that can be taken away from us, then we have unknowingly set ourselves up for a great deal of emotional pain or at least feelings of despair about life.

I encourage you to also consider the spiritual part of who you are. The spiritual aspect of our humanity is largely down played or dismissed by many in our society.

But truth is, spirituality is an important part of who we are as human beings. Thus the Army's emphasis on Comprehensive Soldier Fitness addresses equipping Soldiers and family members with the knowledge to construct a strong foundation for living and family life.

Comprehensive Soldier Fitness provides information on having a personal foundation that is constructed upon physical, emotional, social, spiritual and family strengths.

The importance of spiritual fitness is that it influences every other aspect of who we are as human beings, such as our world view, how we relate and treat others, our concept of the future, how we love others, and our beliefs about death, etc.

Do you want joy, peace, patience, kindness, goodness, faithfulness, gentleness and self-control in your life? Who wouldn't? Isn't everyone trying to have some peace in their lives? Isn't everyone trying to be happy?

A strong spiritual foundation in your life will not be impacted by your life's circumstances, but your life's circumstances will be affected by your spiritual foundation.

Thus I submit to you to consider growing in your spiritual life and the value it will bring to your experience of life. You can read more about the spiritual aspects I mentioned above in Galatians 5:22-23.

The Recruiting Command ministry teams stand ready to assist you in any way we can in building a strong and resilient foundation for you and your family.

No matter what is going on in your life, it's never too late to get help, but it's much more effective to ask for help sooner than later, especially with marital issues.

Finally, every Tuesday at 11 a.m. the command ministry team has a time of prayer. If you want us to pray for you, e-mail me at [thomas.cox@usarec.army.mil](mailto:thomas.cox@usarec.army.mil). All requests will be kept confidential.

# Shoulder to Shoulder

## "I Will Never Quit on Life"

### Army G1 Suicide Prevention Program

Training Resources & Information  
[www.preventsuicide.army.mil](http://www.preventsuicide.army.mil)

### Army G1 Commander's Toolkit

[www.armyg1.army.mil/hr/suicide/mandertoolkit.asp](http://www.armyg1.army.mil/hr/suicide/mandertoolkit.asp)

### U.S. Army Center for Health Promotion and Preventive Medicine

DIRECTORATE OF HEALTH PROMOTION AND WELLNESS  
Suicide Prevention Products & Training  
<http://phc.amedd.army.mil/dhpw/Readiness/suicide.aspx>

### U.S. Army Center for Health Promotion and Preventive Medicine (AKO site)

Suicide Awareness and Prevention Products  
<https://www.us.army.mil/suite/page/503094>  
Requires AKO log-in

### Military & Family Life Consultants (MFLC)

USAREC HQ:  
(270) 319-2593 or (877) 302-8534

Medical Recruiting Brigade:  
(270) 319-2591 or (877) 241-0361  
(502) 378-2773 or (866) 629-9698

1st Recruiting Brigade:  
(301) 974-5703 or (877) 382-7668

2d Recruiting Brigade:  
(256) 267-6777 or (877) 629-9653  
(256) 425-8727 or (877) 382-7680

3d Recruiting Brigade:  
(502) 378-2771 or (866) 629-6411  
(270) 319-2590 or (866) 947-6194

5th Recruiting Brigade:  
(210) 426-9985 or (877) 629-9649  
(210) 845-6125 or (866) 949-7523

6th Recruiting Brigade:  
(702) 556-7890 or (866) 947-6176  
(702) 232-9724 or (877) 629-9650

### Military OneSource

12 free, face-to-face short-term confidential counseling sessions, 24/7, 365 days a year for Soldiers and families.

**(800) 342-9647**

online at [www.militaryonesource.com](http://www.militaryonesource.com)

### DCOE Outreach Center

Defense Center of Excellence (DCOE) for Psychological Health and Traumatic Brain Injury Outreach Center

toll-free: **(866) 966-1020**

online at [www.dcoe.health.mil](http://www.dcoe.health.mil)

### Suicide Prevention Lifeline

**(800) 273-TALK (8255)**  
[www.suicidepreventionlifeline.org](http://www.suicidepreventionlifeline.org)

### Wounded Soldier and Family Hotline

**(800) 984-8523**

### Chaplains/Chaplain NCOs

USAREC HQ: (502) 626-0535/0534

1st Bde: (301) 677-2943/2824

2d Bde: (256) 450-9525/9526

3d Bde: (502) 626-1039/0704

5th Bde: (210) 221-1565/0089

6th Bde: (702) 639-2026/2027

*This month the Army joins the Nation in observing National Suicide Prevention Month. Listed here are many of the resources available to USAREC Soldiers, families and civilian employees.*

*The Army's comprehensive list of Suicide Prevention Program information is located at [www.armyg1.army.mil/hr/suicide/default.asp](http://www.armyg1.army.mil/hr/suicide/default.asp).*

*Leaders can access health promotion guidance in newly revised Army Regulation 600-63 (Health Promotion) at [www.army.mil/usapa/epubs/pdfs/r600\\_63.pdf](http://www.army.mil/usapa/epubs/pdfs/r600_63.pdf) and Army Pamphlet 600-24 (Health Promotion, Risk Reduction and Suicide Prevention) at [www.army.mil/usapa/epubs/pdfs/p600\\_24.pdf](http://www.army.mil/usapa/epubs/pdfs/p600_24.pdf).*

*Information about the Army's Comprehensive Soldier Fitness Program is located at [www.army.mil/csf](http://www.army.mil/csf).*

# Eliminating

# STIGMA

*Stories and photos by Lisa Soule  
Associate Editor*



Major Russell Nunley, Sgt. 1st Class Terry Gates, Sgt. 1st Clas

**D**espite messages aimed at reducing the stigma of seeking behavioral health care, some Soldiers still hesitate to ask for the help they need. "The stigma still exists," said USAREC Command Psychologist Lt. Col. Ingrid Lim. "It's hard to get beyond."

But for those who have made the effort, getting behavioral health care has proven successful for Soldiers with issues ranging from alcoholism to post traumatic stress disorder.

"The real issues come when Soldiers decide not to seek help," said Maj. Russell Nunley, a company commander in the San Antonio Battalion. "In the instances I know of, people who sought help were better for it and more successful than they were before."

As a commander, Nunley said his biggest challenge is knowing when that help should be self prescribed or command directed. Nunley offered a commander's perspective when he joined a group of Soldiers who shared their experiences in seeking behavioral health care during a roundtable discussion. That conversation, along with the Soldiers' personal stories, was included in a training video distributed for the Aug. 20 Stand Down Day.

Seeking help for behavioral issues can seem contrary to traditional Soldier training and instincts, said Command Sgt. Maj. James Watson of the Oklahoma City Battalion. "We're conditioned response people," he said. "We're conditioned to ignore noise on the battlefield, ignore pain, ignore injury to complete the mission. Eventually it will go away." But when it comes to mental health issues, Watson warns, it won't go away.

Watson sought help and sees himself as an example for junior Soldiers. When the shoe is on the other foot and someone is seeking help, Watson says it's important not to minimize the problem.

"Never negate or belittle someone's issue," Watson said. "It could be a little thing, but if it's bothering them so bad it's causing symptoms, to them it's the hugest thing in the world."

Lim agrees. "Don't argue or put them down," she suggested. "It might seem minor. But if someone is losing sleep or can't concentrate – it doesn't matter what it is."

For Columbus, Ohio, recruiter Staff Sgt. Toye Clements, it was something seemingly small that prompted her to seek help. "I was losing sleep," Clements said. "For me, all my regular avenues of dealing with this issue failed. That's when I looked deep inside and realized I needed help."

Five Soldiers shared their experience for the Stand Down Day video. Here are their stories.



Lieutenant Col. Ingrid Lim guides the discussion as Glenn Schrock operates the camera during video production. The training video was shown command wide during the Aug. 20 Stand Down Day.



el Armstrong and Command Sgt. Maj. James Watson participate in a roundtable discussion included in the USAREC commanding general's anti-stigma video.

## What to Do When Someone Needs Help

USAREC Command Psychologist Lt. Col. Ingrid Lim offers the following suggestions for helping someone who may need behavioral health care.

- Listen to what the person is saying.
- Suspend personal judgment and don't minimize their problem. It is a big deal to them.
- Encourage them to get help and offer suggestions for where to get help.

- Assist them in getting the help even if it means sitting with them to make the phone call or taking them to the hospital if it's an emergency.
- If the person declines help for the moment (and it is not an emergency), come to an agreement and establish a firm follow-up time within a day or two. They will be counting on you.

## Driving Away Suicidal Thoughts

**D**riving over a bridge became more and more of a temptation for Sgt. 1st Class Terry Gates. Long recruiting hours on the heels of a deployment and an unaccompanied tour to Korea meant Gates' family had become self-sufficient enough to operate without him.

"I didn't feel needed," Gates said.

He also felt like a failure. "At home I was not a good father. I was never there. I had been gone three straight years."

When he was home, he said, it felt more like he was renting an apartment. He left for work in the morning before his family woke up and he got home around 9 p.m., ate dinner alone and went to bed.

"I know I'm not perfect, but I expect to be perfect in everything I do," Gates said, explaining that his drive for perfection related to everything in his life, from playing softball to being a good father, husband, Soldier and leader.

With that perfection out of reach, Gates' thoughts turned suicidal.

There was a certain bridge he traveled over on a regular basis. "I wanted to drive my truck over the bridge," Gates said. "When the snow came, I thought how much easier it would be to make it look like an accident. I contemplated it for several months."

Ultimately, it was his fear of failure that saved him. "To me, [suicide] was the ultimate failure," Gates said. "I didn't want to be the ultimate failure."

Gates said he had to set aside his pride and his fear of embarrassment to make the call for help.

"I always had that fear - what are the guys who work with me going to think? Will they look at me different? Will they not trust me?"

Actually, Gates said, the opposite is true. Now people at work can rely on him more.

"I feel more needed. I feel like a better recruiter than I was before." His family life has improved, too, and while he doesn't expect his wife to understand everything about him, he said just being able to communicate better with her has made a difference.

It has been seven months since Gates first sought help. "I love it," he said. "I love the person I've become."



Sgt. 1st Class Terry Gates  
Milwaukee Battalion

# Don't Ignore This Wound



Command Sgt. Maj. James Watson  
Oklahoma City Battalion

But on a visit to the casualty assistance teams at a Combat Support Hospital in Balad, he saw something he had never seen before: a horrifically injured female Soldier. "She was in a bad way. It was shocking to me. It hurt my heart," Watson said, striking his chest. "I just did not expect that and I carry it with me every day."

Despite his voiced views that female Soldiers are every bit as equipped as males to handle combat, Watson couldn't stop his patriarchal side from kicking in. With four daughters of his own, two of the age to serve, his instincts took over. Taking his age

into account, the 41-year-old said he views things differently than

## Eliminating STIGMA

he once did. "When you're young, the romance of combat is almost a rite of passage," he said. "But that was someone's child, someone's sister. As a parent you don't want to see anyone's child get hurt."

Watson sought help for his issue, much as he did when he was wounded in Mogadishu. "If I got shot in the leg, was I so hard not to seek medical treatment? That's just like this wound. I wasn't going to ignore this wound. Like any other wound, it needs to be addressed. It needs to be healed," he said.

Even so, it took Watson 90 days and six idle conversations with the Battalion Family Services Project Manager before he asked for help. "Putting it off, living with it for longer than you have to, is not a good idea," Watson said. "Looking back, that's 90 days of my life when this didn't have to bother me."

The command sergeant major said he hopes his asking for help sets an example for other Soldiers. "A lot of Soldiers still think there is a stigma for seeking mental health care. There's not," he said. "It's ridiculous to think we should ignore a wound. It's you facing your humanity. We're all human, we're all fallible."

**D**uring his days as an infantryman, Command Sgt. Maj. James Watson experienced all the tragedies that war can present.

"I'd seen a lot of stuff -- people getting killed and maimed," Watson said, recounting deployments that took him from Egypt during Desert Storm to Mogadishu, Somalia, Haiti, Iraq and Afghanistan. "I've seen some horrible things. I've done some horrible things. I've had someone die beside me. That's the infantry."

## A Leap of Faith



Sgt. 1st Class Trevor Sellers  
USAREC G-1

**W**hen Sgt. 1st Class Trevor Seller's life was spiraling out of control, he took a leap of faith to get the help he needed.

Sellers' problem may have been hard to spot. "I consistently scored over 290 on the APFT. At work I was doing a great job," he said. But at home, his life was falling apart.

"I had always been a drinker -- a pretty heavy drinker," Sellers admitted. After 10 years in the Army, Sellers was detailed to recruiting. While he doesn't blame his problems on recruiting, he said his drinking did increase when he came to the command.

Even while downing a half gallon of vodka every few days, Sellers said he remained functional at work. But there were many times when he suspected that he might have a problem.

He began making poor choices and then trying to drink away those mistakes. His wife had brought up the possibility of divorce. He worried about their relationship and the future of their two pre-teen children.

"I could see if I didn't get a handle on this, I could lose my family, my kids, my career."

Sellers said the stigma about getting help is both "a Soldier thing and an internal thing." He described an expectation of Soldiers who are in charge of million dollars of equipment and hundreds of people. "If you're a senior NCO, you're expected to be squared away."

Those types of ingrained thoughts made Sellers feel defenseless. "I felt weak. I was a weak man. A weak Soldier." He was also afraid. He worried about the implications of seeking help and even about more practical matters, like who would cover down on him at work.

But the fear of losing his wife and children loomed larger. After an inpatient treatment program and family therapy, Sellers said he is a success story. He has been sober for a year and a half and with a lot of work, his marriage is strong.

His command supported his decision to seek help and also supported his family while he was away. "They responded in a way that was amazing."

When he returned to work, Sellers said he was surprised when people asked where he had been. "I was not treated differently when I got out -- people didn't know," Sellers said. "But I didn't have the same weakness, shame and guilt. I felt better. I didn't feel this sickness anymore. I mean, I'm an alcoholic, but there's not this dark cloud over me."

The command's strong support of Sellers and his family was something that helped him stick with his treatment program, especially at the times when he second guessed his decision.

"It's a lot of work to stop drinking and stay sober," Sellers said. "But the first step is getting past the stigma."

# 'We were just existing'

## Not too tough for help

**F**or a tough NCO who generally doesn't care what people think about her, an accusation by a subordinate got under her skin.

Staff Sgt. Toye Clements has handled many challenges in her 14-year career. But being accused of racism was a slap in the face that she couldn't lay to rest.

During an annual rating period, Clements delivered a less than satisfactory counseling to a female subordinate. "She didn't like what I had to tell her," Clements said, describing the scenario. The subordinate accused Clements of racism and threatened to go to the Inspector General.

Although she had the backing of her superiors that she had acted properly, Clements said her thoughts kept returning to the situation, which made for an increasingly difficult work environment. As a black woman and Soldier, Clements found the accusation especially troubling. "I took that to heart," Clements said. "It really bothered me."

Although time had passed, Clements could not stop thinking about it. She was losing sleep. "I still had issues with her putting me in the same category as those racists."

What really troubled Clements was her inability to get past her feelings about the situation. People had called her names before and it hadn't affected her this way.

"My way to deal with it was to 'get over it.'" But this time, she couldn't. She tried talking to family and friends. "Nobody could pull me out of it."

When she decided to seek mental health care, Clements said the stigma often associated with seeking help wasn't there. "I had made jokes about people in the past 'going to the third floor.'" Now that she has been to the "third floor," herself, Clements said she won't make jokes about it again.

"I had no issues with getting help," she said. "I'm going to get Toye right first."

Even so, Clements admitted it was a big deal for her to seek that outside help. While she is a person who says she doesn't care what people think, she didn't share the information either. "I was brought up to be strong-willed. This took me for a loop – that I'm really having issues I can't resolve on my own." Clements sees a lesson in her story for all the strong-willed types like herself.

"Don't think you're too big to get help," she said. "Even the strongest people can seek help and may need help, from E-1 to O-10."



Staff Sgt. Toye Clements  
Beckley Battalion

**L**ooking back, Sgt. Warren Travis can see that he was a walking example of the symptoms highlighted in any PTSD training video. But at that time, he just couldn't see it.

Travis had been to Desert Storm, returned to civilian life and enlisted again. This time around, Travis had a wife and children.

He deployed to Iraq for a 15-month tour as a medic.

"When I came back from deployment, all the stuff I'd seen – I left something there," he said. "My wife noticed it. I wasn't the same person."

But if there was anything wrong, he had his own way of handling it. "Let me deal with it. Give me time," he said. But in that time, Travis' marriage was disintegrating. "We went further and further apart. Our living conditions suffered. We weren't doing anything. We weren't talking. We were just existing."

By Travis's own description, his home was literally trashed. A county agency became involved. His station commander performed a health and welfare inspection. Travis was given 10 days to clean it up before the commanding officer would re-inspect. During that time, Travis admits, he didn't do anything about the mess.

When the commander returned, Travis got what he had anticipated.

"He gave me the appropriate dressing down for the way we were living," Travis said of his commanding officer. "And I snapped."

Travis was admittedly insubordinate when he told the commander that he was lucky he hadn't arrived to find a dead body.

"I was at the end of my rope," Travis recalled. "The day the CO was coming, I knew [the house] was trashed. I sat in my car and waited. If I had gone in the house and waited alone, I would have strung myself up with the extension cord. I knew where, how. I knew where the extension cord was and that it would hold my weight."

The commander understood Travis needed help and took him straight to the hospital. "He recognized it for what it was," Travis said. "A definite cry for help."

Travis said he probably never would have gone for help on his own because his perception about the situation was skewed. "The person it's happening to doesn't see how bad it is," he said. "You're too close to it."

After a 96-hour hold at the hospital, command support kicked in. Travis was stabilized with some initial counseling and medication. "Everyone at the station was right there," Travis said. His command arranged alternative housing so he could work on his relationship and his house without staying in that environment.

As his treatment continues, Travis said he feels better and can measure his success through the eyes of others. "People are starting to notice that I'm laughing more...my mood is lighter," he said. "My wife is starting to see the person she married."



Sgt. Warren Travis  
Columbus Battalion

# Hindsight 20/20

## USAREC Looks Back to Prepare for Future

By Fonda Bock  
Associate Editor

**M**ore than a dozen former USAREC commanding generals, deputy commanding generals, and command sergeants major — representing three decades of leadership — met last month with the command's current leaders to discuss the command's challenges and successes including budget constraints, recruiting efforts, new programs and technology.

The command brings together a group of former USAREC senior leaders every year or two to update them on what's happening within Recruiting Command and to tap into the minds and seek advice from those who've been there, done that in recruiting, who have the luxury of hindsight.

"It's like having the last dozen CEOs of the corporation there to tell you why they made the decisions they made, what they would do if they were in a certain situation, what you could do better and what they learned afterwards as they look back," said Rick Ayer Chief of the Commander's Initiatives Group. "Anything to do with running this command, they've all had to do and been involved with. And hindsight is 20/20. A lot of us look back and say, 'I made the right decision at the time, but in the long run it was the wrong decision and here's why.' Those are the kind of insights you get with a group like this."

During this session the group was briefed on current recruiting numbers and programs, future initiatives, health and wellness issues and transformation.

One of the successes is year-to-date mission accomplishment, which is outpacing the goal. USAREC Commanding General Maj. Gen. Donald M. Campbell Jr. doesn't believe all the credit for making mission goes to the down economy.

"The economy plays a part, but the team that is doing this out in the field has set the bar really high."

Despite the good numbers, U.S. Army Accessions Commanding General Lt. Gen. Benjamin C. Freakley believes efforts need to be made to get Army veterans more involved and vocal about Army service.

"The Marines have got this Marine For Life Program and are mobilized to create the Corps. We are not mobilized," said Freakley. "A 2008 Gallup poll of 40,000 samples asked military veterans about their experience and would they recommend military service to their grandchildren, sons and daughters. [Assuming 40 percent of the respondents were Army vets] only 25 percent of them recommended the Army. Our own veterans don't even push our own service."



Major Gen. Donald M. Campbell Jr. answers questions from former USAREC Commanding General, retired Lt. Gen. Thomas Carney during the Former Senior Leaders Conference. Carney was the USAREC CG from June 1987 to June 1989.

JULIA BOBICK

He added a lot of Soldiers recommend the Air Force to their children because they don't want their sons and daughters deployed for 15 months compared to the typical Air Force deployment of four months.

According to Ayer, this is an area where the former senior leaders can be of assistance because after they retire from the Army, they go out into communities and assume influential positions, such as ministers, coaches, politicians and corporate leaders.

One of the senior leaders, retired Maj. Gen. Evan Gaddis, USAREC commanding general from 1998 to 2000, is now the president and CEO of the National Electrical Manufacturers Association, which represents about 400 companies in the electrical and medical imaging equipment manufacturing industries. Gaddis said no occupation in the civilian world could ever compare to working with Soldiers and that his heart will always be with the Army.

"I'm always a spokesman out there, I always talk up the Army, and I'm in a lot of forums around the world and all over the United States, so being able to present the Army message I think is always important for many of us who've served."



Major Gen. Donald M. Campbell Jr. signs a memorandum of agreement between USAREC and the 1st Cavalry Division Aug. 3 at Fort Hood, as Maj. Gen. Daniel Allyn, 1st Cav Div commander, and his senior noncommissioned officer, Command Sgt. Maj. Rory Malloy, look on.

## Pilot Program Embeds Recruiter with 1st Cavalry

*Story and photo by Spc. Adam Turner  
1st Cav Div Public Affairs*

Major Gen. Donald M. Campbell Jr., USAREC commanding general, and Maj. Gen. Daniel Allyn, 1st Cavalry Division commander, signed an initial memorandum of agreement at Fort Hood Aug. 3, outlining a pilot program for Army recruiters.

The program will evaluate the benefits of attaching a USAREC recruiter to the 1st Cavalry Division retention office for a period of three years. The payoff could benefit the Army and division alike, because the legacy and traditions of the 1st Cavalry Division's community outreach units, such as the Horse Cavalry Detachment, afford recruiting opportunities.

"We wanted to build a relationship with one of our divisions and bring a [non commissioned officer] in that could enhance those mutually beneficial tasks," said Erick Hoversholm, an analyst/strategic planner with USAREC.

Not only will the position fill the need for a "big Army" voice during community

outreach initiatives with America's First Team, but it also brings a seasoned, and successful Recruiting Command NCO to Fort Hood to facilitate and inform those members of the operational Army about the benefits of becoming a recruiter.

"You are getting the best [recruiter] we have," said Campbell.

Sgt. 1st Class Jeff White will be the first recruiter in this new position. Campbell said White will work for the unit and deploy with the unit in what he believes will mutually benefit the 1st Cavalry Division, USAREC and the Army.

"We are looking forward to the opportunity and responsibility of being the pilot division for this initiative," Allyn said. "This division touches hundreds of thousands of great young patriots across the country through our Horse Cavalry and Division Band performances at over 200 ceremonies a year."

"So, we think we have an opportunity to solidify a strong partnership; we take our role in helping recruit the future Army of our country seriously, and we look forward to continuing that mission alongside the USAREC command," he said.

## USAREC Selects White for role at Fort Hood

When Sgt. 1st Class Jeff White takes on the new role as a recruiter assigned to Fort Hood's 1st Cavalry Division next month, he will rely on some tried and true recruiting methods.

"My approach is to treat this like the opening of a new recruiting station," White said. White was selected after an interview process to be the first recruiter to represent USAREC in the 1st Cavalry Division. White brings more than a decade of recruiting experience to the job. "My first task will be to develop centers of influence."

Those influencers will go beyond traditional COIs and extend to company commanders, sergeants major and first sergeants within the division.

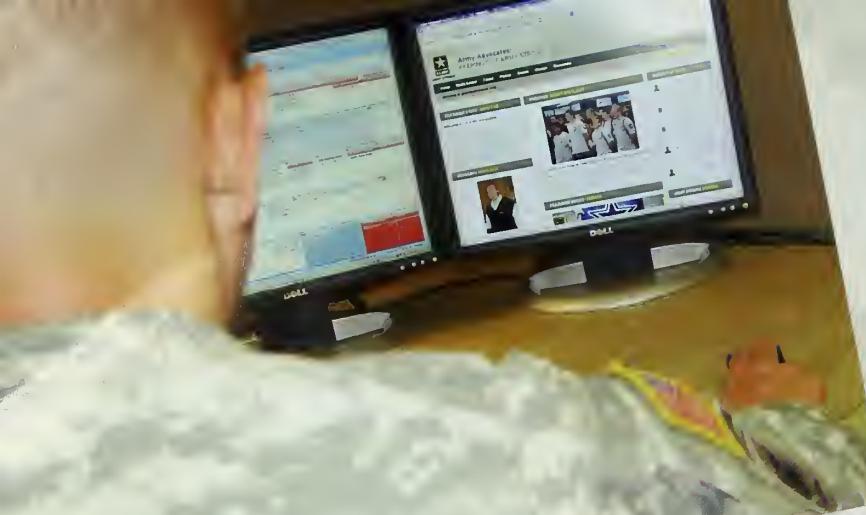
In his role, White hopes to shed new light on recruiting among active duty Soldiers. "Sometimes in the Army, recruiting has a black eye," White said. "I think that's simply because the recruiters who go back to line units, for whatever reason, did so because they weren't happy with recruiting. Those who like recruiting stay. Soldiers don't usually hear that side of recruiting."

White said he intends to act as an ambassador of the Recruiting Command and bring the command's message to NCO professional development. He will also assist 1st Cavalry Division with outreach opportunities.

This won't be White's first tour to Fort Hood, but it has been a while since he was there for his first duty assignment as a tanker. White said he was assigned to 1st Battalion 5th Cavalry Regiment and that his daughter was born at Fort Hood.



Sgt. 1st Class Jeff White



By Amanda Huneke Wagner  
Weber Shandwick

# New Social Networking Site Connects Recruiters to Community

As people continue to spend more time online, Web platforms and social networking sites grow in popularity as a way to reach and engage prospects, influencers and centers of influence (COIs).

In July, Army Accessions Command launched [www.goarmyadvocates.com](http://www.goarmyadvocates.com), a new social networking platform for the Army's national and community advocates, including business and community leaders, educators, multicultural partners and other supporters.

Army advocates can connect with Army personnel and other supporters across the network, find news and information about the Army, and further develop a core understanding of the Army, Army service, and the Soldier experience.

The new Web site encourages ongoing dialogue between the Army, its community leaders and advocates in an informal, yet informative space.

By prescribing both COIs and Army personnel to create profiles, join groups and post content, the site will serve as a valuable two-way information exchange equipping advocates with the knowledge and resources necessary to be more effective and valuable.

## Web Site Intent:

- 1 Harness the collective power of COIs to advance recruiting efforts online and help combat misunderstanding about the Army and its recruiting mission.
- 2 Arm COIs with the latest social networking technology and knowledge to be effective leaders and advocates.
- 3 Communicate with other COIs to increase the reach and impact of the existing COI network.

Recruiters can use the robust features of this fully-interactive social networking site in the following ways:

- Gain ideas from online community advocates who use the site to network and share information directly with each other.
- Provide COIs a resource to access the latest Army news, advocate spotlights and program highlights.
- Join groups and engage in forum discussions with COIs and advocates.
- Establish connections with other site members and encourage dialogue.
- Reference a comprehensive resource library with downloadable information, fact sheets and materials.

[GoArmyAdvocates.com](http://GoArmyAdvocates.com) is a versatile online resource recruiters can leverage to strengthen relationships with COIs and advocates.

Another online resource launched in February, The Partners Playbook, is a Web-based guide and resource for the Army and its community partners. The intent of the playbook is to catalogue the most important relationships the Army currently has in place with community organizations.

Recruiters can repurpose the Partners Playbook in the following ways:

- Use easy-to-find information about organizations' local chapters to establish or continue relationships.
- Find new or existing opportunities within national and local engagements.
- Reference copies of any memorandums of understanding between the Army and partner organizations to more efficiently work within established channels.

The Partners Playbook is a sustainable tool with local and national applications to help recruiters maximize engagement with new and existing community organizations across commands, brigades and battalions, as well as programs and events.

Visit [www.partnersplaybook.com](http://www.partnersplaybook.com) to learn more (Username: armypartners; password: values7).

These new online tools are great assets recruiters can leverage to better connect with prospects, influencers and COIs.

*Amanda Huneke Wagner is an account executive with Weber Shandwick, the Army's public relations partner on the Army Strong recruitment campaign and part of the McCann Worldgroup.*



Muncie, Ind., recruiters Sgt. William Sullivan, Sgt. 1st Class Michael Ellis, Sgt. John Dodson, Sgt. Calvin Sanders and Staff Sgt. Wayne Worrell take a break after a group workout at Muncie's Northwest YMCA.

# Working Out at the Y

## USAREC Ties into National Gym Membership Program

By Lisa Soule  
Associate Editor

**R**ecruiting Command has recently transitioned its private gym membership program to take advantage of an existing agreement between DoD and the Armed Services YMCA.

Before the transition, USAREC operated its own program, which duplicated national efforts and strapped program administrators. Soldiers then had the option of applying either through USAREC or the national program.

"This lets us streamline the process," said Brian McDonald, the division chief for USAREC's G-1, Military Support Programs Division. The agreement with the Armed Services YMCA is paid twice a year rather than every month. McDonald said the new process frees up government purchase card holders and others who had to keep up with monthly charges to various locations under the USAREC program.

For Soldiers stationed at least 10 miles from a military installation or access to free exercise equipment, the transition means faster processing and opportunities for family members if using a participating YMCA. The Armed Services YMCA administers the entire program, extending free membership to family members when Soldiers sign up with a Y facility. If Y

facilities are not available, the organization administers a private gym membership, paying fees up to \$50 per month. Free family memberships are normally not available at private gyms and cannot be paid for using government funds.

For the Muncie, Ind., Recruiting Station, working out at the local Y provides the variety of workouts Soldiers appreciate.

"We do group PT, we use the weightlifting equipment and on Fridays we usually play basketball," said Muncie Recruiter Sgt. John Dodson. Once a month, the entire company gets together at the Fort Wayne Y to play dodge ball. "The Y is very helpful, allowing us the space to play dodge ball and to bring in our Future Soldiers for the Physical Fitness Assessment." The arrangement also works for Dodson's his wife who takes advantage of group exercise classes and the daycare provided during her workouts.

USAREC Soldiers make up the majority of the program's users, said Carole Kowta, who oversees the program at the Army's Family and Morale Welfare Recreation Command. Because of that, establishing an approving authority at the Recruiting Command made sense, she said.

Battalions/companies must establish a fitness POC who can make requests for first time unit approvals.

Direct questions about the program to [ymcafitness@usarec.army.mil](mailto:ymcafitness@usarec.army.mil).

# On Target

## Soldiers Set Example for Young Shooters

Story and photos by Michael Molinaro  
U.S. Army Marksmanship Unit

**W**ith the unique capabilities the U.S. Army Marksmanship (USAMU) has at its disposal, the Soldiers of the unit deploy a wide array of approaches to showcase all that the Army has to offer the nation's future doctors, lawyers, generals, sergeants major and Olympians.

Conducting marksmanship clinics is to the USAMU what playing basketball is to Lebron James - it comes easy. Whether if it's for youth attending the JROTC national championships in Alabama, a high school in Florida, or for a few hundred juniors at the Montgomery Bell Academy Rifle classic in Nashville, USAMU Soldiers reach America's, and the Army's future on a regular basis, showcasing the best the Army has to offer.

"I believe that everybody has a hero and a lot of our Soldiers are looked up to by

young junior shooters," said Sgt. 1st Class Michael Moore. "We set the example for kids on what they could become. We win, and people pay attention to that. They want to be like the best."

The USAMU's Action Shooting team hosts their annual junior clinic every fall. Juniors interested in attending and learning from current world and national champions must submit an essay on why they want to participate in the camp. Both international teams also host training clinics on their home ranges at Fort Benning, Ga., and slots at these well-received clinics always fill up as soon as registration begins.

Each spring, the USAMU hosts the U.S. Army Junior Air Rifle Championships, the culmination of an intense two-month competition conducted nationwide. Youth shooters competing in both sporter and precision class compete in state postal matches in an effort to secure slots at the national championship at Fort Benning.

Once there, they receive instruction from the Soldiers of the USAMU's International Rifle team, which boasts of having Olympians and world champions available to tutor the competitors. The juniors are honored at an awards banquet concluding the event. This past year, 16 individuals were recognized for their decision to enter the military upon graduation from high school.

Besides the Army Junior Air Rifle Championships, the USAMU hosts the Navy Area 12 JROTC Rifle championships; Georgia Area 1 JROTC championship; NRA Intercollegiate Pistol championships; and the Georgia State High School rifle championships. Next year, the USAMU will have the privilege of hosting the NCAA Division I Rifle Championships in conjunction with Columbus State University.

When not competing against the best the world has to offer, Soldiers of the USAMU Shotgun team tour the country

performing an eye-opening shooting demonstration. School-aged children gasp their way through the hour-long event, mouths wide open as they witness the awe-inspiring skill-level of the Soldiers and dodge the exploding fruits and vegetables headed in their direction if the wind is right.

"The shotgun shooting demonstration is an interactive display of the many talents that we possess while putting a face to the United States Army," said Sgt. 1st Class Bill Keever. "During the remarkable display of marksmanship our Soldiers dedication, professionalism, and expertise instill positive impressions of the Army which will help prospective candidates in their decision to enter the Army."



Sgt. George Norton, U.S. Army Marksmanship Unit, goes over some notes with Sam Portis, 13, of Victoria, Texas, during the USAMU's Junior Rifleman's Camp.



ABOVE: Thirteen-year-old James Wall of Parma, Idaho, fires on a target under the watchful eye of the USAMU's Sgt. Lee Dimaculangan. Wall and 49 other youths attended the USAMU Action Pistol junior camp Nov. 6-8 at Krilling Range, receiving instruction on reloads, transitioning, draw and accuracy, movement, and an introduction to the rifle. RIGHT: Staff Sgt. Matthew Depuydt, USAMU, gives shotgun instruction during the Fort Benning Youth Sportsman Day.

## USAMU Recruiting Support

The U.S. Army Marksmanship Unit is comprised of the world's best "shooters," who routinely win Olympic, national, international and inter-service gold medals. USAMU provides support to recruiters by hosting junior and collegiate shooting competitions, clinics and shooting demonstrations. USAMU can also provide support to Future Soldier, recruiting and COI events in areas where they are competing.

Check out the USAMU Web site at [www.usamu.com](http://www.usamu.com).



# Blind Man's Bluff

By Lisa Soule  
Associate Editor

If you think a Soldier who was blinded in combat might not be the Army's best choice to recruit for the Special Forces – think again.

"Some people make the assumption – and it's an invalid assumption – that to see a guy who was blinded and wounded, would have a negative connotation in the recruiting market," said Lt. Col. Fred Dummar, who commanded the Special Operations Recruiting Battalion until August. "It's the exact opposite."

In fact, Capt. Ivan Castro, who was injured in a 2006 mortar attack while serving in Operation Iraqi Freedom, draws an interested crowd when he is out spreading his message.

"It's all about attitude," Castro said. "It's about how you carry yourself. I take the opportunity to remind people we are still an all-volunteer force – and when I see those who have served, I make it a point to thank them."

Castro is the Special Operations Recruiting Battalion's total Army engagement coordinator. He excels in this role, despite combat injuries that left him totally blind, without even the perception of light. In the attack that killed two fellow Soldiers, Castro sustained life-threatening wounds that also left him without the full range of motion in his left hand and minus the tip of his right trigger finger. Several reconstructive surgeries on his nose continue to impact his breathing.

## A Unique Position

Castro's position at the SORB is unique. He juggles speaking engagements, mentoring and recruiting functions with visits to and advocacy for injured servicemembers. "I'm very fortunate in that my leadership knows how to use me," he said.

With more than 22 years in the Army, Castro can draw from a wealth of experience when facing an audience or talking one-on-one to an individual thinking about a Special Operations career. He can run down those highlights in about 22 seconds. "I've served with a wide range of units," he said. "I was infantry, air assault, pathfinder, I was with the 82nd [Airborne]. I was a drill sergeant, a Ranger, I was with the 7th Special Forces. I've been around the world. I've been deployed since Desert Storm – to Bosnia, Kosovo, Albania, twice to Iraq, once to Afghanistan."

On the recruiting front, the former enlisted Soldier can offer both an enlisted and officer perspective.

"I know what it's like to be an enlisted member on a team," Castro said. "I know what it takes. I know what people are looking for. I also have the ability to show Soldiers that we are unique in that we take care of our own."

Speaking engagements have Castro in front of military units or federal organizations where he shares a motivational message. Castro commands an audience among non-prior-service prospects, Army garrisons, and at Future Soldier events. He recently addressed students at the Naval Academy.

"When people see him, see that he has been in the Army 20-plus years, that he is continuing to serve and has a passion for the service, they wonder what kind of organization engenders that kind of commitment," Dummar said. "It gets us into a really quality market. Here is a guy who tells his



particular Army story. He is passionate about the Army, about Special Forces and Special Operations – outside and in. How can you not go, 'Wow. That's the kind of person I want to be. That's the kind of organization I want to serve?'"

## Visiting Wounded Warriors

As he makes his way around the country, the 43-year-old Castro also makes it a point to visit Wounded Warriors with the backing of his command. "We're recruiting Soldiers, but we're also about taking care of Soldiers," Dummar explained. "This is not just one dimensional. We're recruiting you and we're committed to your care, for the length of your service."

When Castro makes those visits, Dummar said it is a powerful presentation. "There is a message that clearly, only he can deliver."

On a recent visit to Brooke Army Medical Center, Castro stopped by to visit a fellow blind Soldier who is also suffering burns and amputations. He has visited this particular Soldier before and makes it a point to catch up with him. "I talk about diet, physical conditioning technology – short and long term goals," Castro said. "I talk to his parents. We talk about blindness. I'm a mentor."



# Running With Purpose on a Shoestring

A blind Army officer runs 26.2-miles tethered to a fellow runner by a shoestring.

There's an acronym for that.

"That's the B-R-D," said Capt. Ivan Castro, who has finished 12 full marathons and a 50-mile run in such a manner. "It's a Blind Running Device. You know in the Army – everything has an acronym."

Running marathons, cycling, swimming. The blind Castro has found a comfortable home among his Special Operations recruiting comrades.

"We're all athletes here," Castro said. So finding someone to guide him on a long run, or take the front seat on a tandem bike is no problem.

As he's racking up the miles, Castro said he takes in his surroundings, engaging fellow runners and the crowds. If the BRD doesn't garner attention, the flag on his back and the decked out Army shirt does. "I get a lot of support from the people coming from behind, the people cheering me on."

Castro's events have raised money for the military's Fisher House program, The Green Beret Foundation and the American Red Cross among others. In October, he plans to cycle in the Lt. Dan Ride in Beaufort, S.C., which brings together some of the nation's most severely injured veterans.



Capt. Ivan Castro, left, is tethered to Lt. Col. Fred Dummar by a BRD, or Blind Running Device, during the Ellerbe Springs Marathon in North Carolina in March.

As a staunch advocate for wounded warriors, Castro will also participate in A Bridge Too Far ride in Britain, Belgium and Holland in an effort to support British allies who fought side by side Americans in Operation Iraqi Freedom.

Advocating for the blind has become a personal mission as he solicits race directors to add blind categories. He successfully petitioned the Air Force Marathon and is still working to persuade Marine Corps Marathon organizers. The Army 10-Miler has added a category for blind active duty runners, but Castro would like to see that field opened to all blind athletes.

Watch for Castro's participation in the following upcoming events:

Sep. 13-19 A Bridge Too Far 350-mile bike ride through Britain, Belgium and Holland.

Oct. 2 Lt. Dan Ride – Beaufort, S.C.

Oct. 24 Army 10-Miler, Washington, D.C.

Oct. 31 Marine Corps Marathon, Arlington, Va.

While Castro's commitments may make his days less than typical, when he is at the battalion, he starts his day like everyone else. "I prepare breakfast, drink coffee, turn off the alarm," he said. He has a good friend who brings him to work. Then, he does PT with his fellow Soldiers. "I shower, get dressed, open e-mail. I stop to salute the flag if I'm outside when it goes up."

## Help From People, Technology

Through adaptive technology, his computer program reads him his e-mail. His phone speaks the numbers as he dials and he can scan in documents that will be read back to him. On the computer, he can't use a mouse, so he uses DOS commands to copy, paste, save and print.

"Everything I've done, everything I do, I don't do it on my own. There's a team of support that I have and it's a huge team," Castro said. "I know at times I don't thank them enough. I have the support of my family, of my command, from the highest level on down. The support of my co-workers, civilians and retirees. There is a network of people who help me live my life day to day."

# Communication Techniques

By Staci Cretu  
Harrisburg Battalion

# Essential for Recruiting

Even though interpersonal and communication skills are taught during the Army Recruiter Course, they are sometimes forgotten or simply not used by recruiters in their daily functions and tasks.

Mission success focuses heavily on the recruiting functions: Intelligence, prospecting, interviewing, processing, Future Soldier Training Program (FSTP), sustainment, training, and command and control. But how to communicate effectively with a wide range of audiences, the key component to successful recruiting, may not be receiving the attention it truly deserves.

"Communication skills are the primary requirements to make it," said Sgt. 1st Class Will Foy, Uniontown station commander. "You have to be able to communicate with young men and women, their parents and the community, whether it be people associated with schools, law enforcement agencies, etc., and also your Soldiers."

"Communication is the single most important thing that can make or break someone in recruiting, especially a station commander. At least 95 percent of every day is spent doing some sort of communication. There aren't many times at all where I'm not talking directly to someone or communicating electronically back and forth."

To create interest within your community and enlist Future Soldiers, you must assume the roles of leader, communicator, planner, public relations and marketing expert, and counselor, as stated in USAREC Manual 3-01, The Recruiter Handbook.

Communication is your center of gravity and is necessary for the execution of all recruiting operations. You must communicate the Army story to all members of the community in which you live and work.

To improve your verbal and written communication skills, you must understand who your audience is, what your message is, and how it will be perceived. You must also consider the situational and cultural circumstances surrounding your communication.

An essential component of any recruiting operation, whether with Future Soldiers or influencers, is to understand the audience and apply the correct communication approach. The communication styles of high school students differ from those of 18- to 22-year-old college students and again for adults.

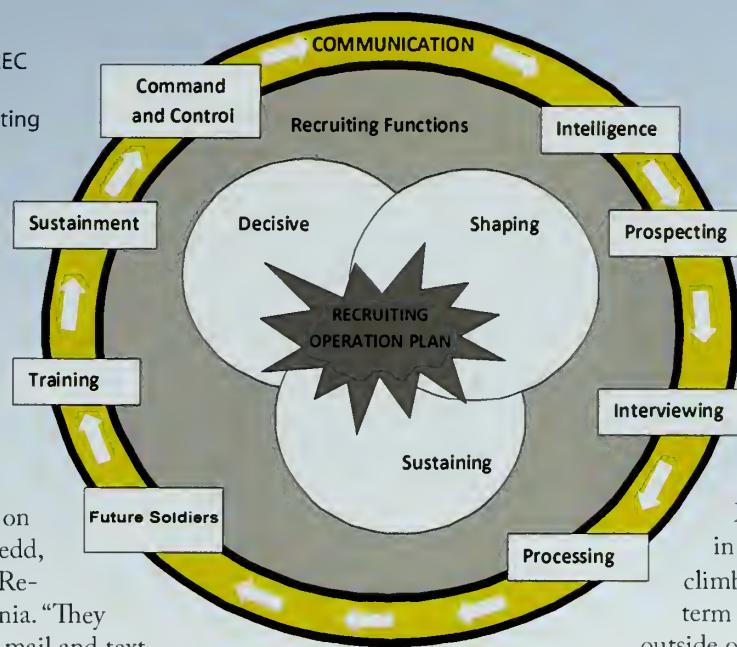
The generational communication process is similar to understanding the Army's tactical market segments.

The goal of tactical market segmentation is to group a target population into a small number of groups, so the most appropriate first enlistment message can be placed in front of each new target. After the target population is reached, a recruiter must communicate with that market segment, but how do you do this? You must understand how to effectively communicate with each segment of your market.

There are approximately 18 distinct generations that are outlined in the book "Generations: The History of America's Future," four of which are pertinent to the Army's recruiting efforts.

Knowing the characteristics and motivators of members of each generation and developing operational practices that address each segment can assist with recruiting efforts.

The diagram located in USAREC Manual 3-01, The Recruiter Handbook, Figure 1-1, Recruiting Functions Model, has been altered to include the communication process through the recruiter's functions.



"Different generations do have different communication needs. I have found the young generation is very reliant on technology", said Capt. Terry Redd, commander of the Greensburg Recruiting Company in Pennsylvania. "They respond to Facebook, Twitter, e-mail and text. Influencers and 25- to 30-year-olds still respond the best to personal interactions."

The means to any communication practice is putting people in their comfort zone, which can be accomplished by first understanding the values people have, according to Jane Jopling, an associate professor and 4-H extension agent for West Virginia University. She points out, the events and conditions each of us experience during our formative years help define who we are and how we view the world. The generation we grow up in is just one of the influences on adult behavior.

In Jopling's article "Understanding Generations," she describes how different generations communicate.

## INFLUENCERS

### The Silent Generation or Traditionalists

Have you ever heard a grandparent say, "When I was young, I did what was asked of me and never questioned authority?"

This is typical of the Silent Generation or Traditionalists, as they were raised in an orderly society having clearly defined roles and responsibilities.

Veterans, parents and grandparents, ages 57 to 81, value honesty and their privacy and may find it hard to communicate their inner thoughts.

Typical to their name, this generation honors tradition and prefers formal communication, such as mailed letters and face-to-face interaction. When conveying a message, these traditionalists seek clear, concise messages. Those messages, whether verbal or written, are not short, abrupt messages as they may come across as rude.

### Baby boomers

Known as the show-me generation, baby boomers want to be invited to events.

Boomers, ages 39 to 60, value hard work, will fight for a cause they believe in and enjoy healthy peer-to-peer competition. This generation prefers to be invited to participate rather than sit back and watch.

Unlike their predecessors, boomers prefer clear communication — that does not sound controlling — via e-mail, phone and

answering machines, so if you don't get them right away, leave a message.

## THE TARGET

### Gen Xers

Although many Generation Xers, ages 23 to 43, have distrust in institutions, they are eager to climb the corporate ladder for long-term security, but also make time to live outside of work. Gen Xers seek an abundance of information. When providing it make sure the message is short, understandable and informal.

Being the first of the tech-savvy generation, they appreciate communication via e-mail and depend on their cell phones. Scanned documents are more likely to be read than a mailed letter or newsletter.

### Gen Y or Millennials

With most of this generation having never used a postage stamp, Generation Y or Millennials, are part of a generation that rivals the baby boomers in size.

Under the age of 23, this generation has a firm desire to know the reason behind everything that is happening.

Sixty-seven percent of members, rarely intimidated by new technology, will continue to broadcast personal information online such as Facebook in order to stay connected, according to Pew Internet and American Life Project.

Army Strong is a message that speaks to this generation as they respond to concise action words.

When communicating with the Y generation, emphasize fun. Music is a big factor with this generation. Stimulate all senses.

This group has the most access to evolving and new technologies — such as DVRs and instant messaging. Wireless phones are the preferable communication mechanism.

When asked how communication skills play a role in recruiting efforts, Redd said, "Communication is critical to recruiting operations. You must be able to quickly identify the needs of the audience and then tailor your message to the group or individual. Eighty percent of my day is spent on communication with either my Soldiers or the public."

Much of a recruiter's job is networking and interacting with the community and prospects. First understanding how you and your audience communicate will help you get your message across and ensure it's understood. Adapting to generational communication differences allows for optimal positioning and messaging of the Army story.

How well you are able to recognize, respect, and adjust to other people's way of communicating and doing things is a key to success in recruiting and retention support.

# TEAM DEVELOPMENT & LEADERSHIP

## PART 5

*By Rick Welling  
Chief, Doctrine Division,  
Recruiting and Retention School-Forward*

# Focus on Success

**"A boss creates fear, a leader confidence. A boss fixes blame, a leader corrects mistakes. A boss knows all, a leader asks questions. A boss makes work drudgery, a leader makes it interesting. A boss is interested in himself or herself, a leader is interested in the group "**

*— Russell H. Ewing  
British Journalist*

Last month's issue provided an in-depth discussion of the three stages of team development: formation, enrichment and sustainment.

Leaders as well as team members should remain cognizant of which stage their organization, teams and team members are experiencing. By monitoring the team dynamics, leaders can focus the team toward the organization's common goal: mission success.

Your success as a leader will depend, to a great extent, on how well you can use team development techniques to improve your unit's performance. You will set the tone for your unit.

Team building interventions provide the leader with a means by which groups can diagnose problems that may inhibit performance and effective interpersonal behavior.

In team building, special emphasis is placed on the actions a leader might take to develop a more effective team.

You have a good chance to succeed if you use the techniques described in this team development and leadership series, if you are proactive in your team's development, if you are aware of the dynamics in your unit and if you are open to your unit's needs.

The "Team Development and Leadership" series provided many ideas, thought provoking concepts and tried TTPs.

The series has had one purpose: to help leaders build dynamic, mission-focused teams. Let's review the series.

**Part 1** May — Introduced the series and provided the ground work that each leader needs to be familiar with in order to develop a dynamite team and welcome new team members.

**Part 2** June — Described the process by which Soldiers acquire the skills, knowledge and attitudes unique to their new unit — socialization. The process has four goals:

- Commit to the team;
- Internalize team values;
- Provide innovative input to mission accomplishment and
- Develop a contract with the new team.

**Part 3** July — Explored several key leader actions to help Soldiers or new employees become members of the unit and team.

This part introduced tactics, techniques and procedures leaders can quickly employ. These TTPs include creating social support systems and communicating group and individual expectations.

**Part 4** August — Defined the stages of team development and discussed the formation, enrichment and sustainment stages.

**Part 5** September — This final part will summarize the previous parts and discuss several programs that can help leaders get started quickly.

USAREC leaders have many programs to assist them in building a cohesive team and assist their team members in becoming self aware, adaptive, motivated and committed to the goals and mission of the organization.

Commanders have an inherent responsibility to develop others and their organization by invoking three competencies: creating a positive environment in which the organization can flourish, preparing oneself, and developing other leaders.

The following are programs and their respective representatives.

## Strong Bonds

The Strong Bonds Program offered by the USAREC Chaplain and Unit Ministry Teams (UMTs), is fully supported by USAREC's senior leaders.

The program provides practical, useful information based on a curriculum designed especially for military families.

Through small group and one-on-one activities, family members learn how to maintain closeness during frequent relocation, long separations and repeated reunions.

Single Soldiers needn't feel left out — there is a Strong Bonds program for them, as well.

The USAREC Chaplain and the UMTs are dedicated to taking care of Soldiers, families and civilian employees.

Leaders should contact their chaplain to fully understand and to take advantage of this excellent program. Strong Bonds equal a strong team. Visit the Web site at [www.strongbonds.org](http://www.strongbonds.org)

## Center One

Center One, part of the office of the Command Psychologist, offers several leader development and performance enhancement programs.

For example, the Mission Essential Communication (MEC) program addresses issues resulting from failed communications.

Participants identify significant issues they feel affect their organization's effectiveness. Using discussions and other methods, leaders learn that effective communication can make the difference between success and failure.

Center One has many other programs that contribute to team development.

## Army Family Team Building

AFTB is a great family training and readiness program that provides participants with an understanding of Army culture and the skills and resources they need to become self-reliant, self-sufficient team members.

AFTB is a multi-level program and addresses the needs of Soldiers, family members and Army civilians.

Battalion Soldier and Family Assistance (SFA) program managers can provide details. More information is available at [www.armyonesource.com](http://www.armyonesource.com)

## Comprehensive Soldier Fitness

The program, based on 30-plus years of scientific study and results, uses individual assessments, tailored virtual training, classroom training and embedded resilience experts to provide the critical skills our Soldiers, family members and Army civilians need.

CSF is not a one-time event or a stand-down course. It is a long term assessment and development program with four pillars:

- **Global Assessment Tool (GAT)**

An online survey-based self assessment tool, located at [www.army.mil/csf](http://www.army.mil/csf).

GAT is mandatory for Soldiers and voluntary for family members and Army civilians.

Scores are confidential and not reported to command or leadership. However, commanders do receive a consolidated report that provides them an assessment of the results.

Using these results and assessing the unit's physical fitness results will allow the commander to complete a comprehensive assessment of their organization covering five dimensions: physical, emotional, spiritual, family and social.

- **Self Development Modules**

Online training linked to performance on the GAT.

Each training module is tailored to performance levels and is mandatory for Soldiers, but voluntary for family members and Army civilians.

The self-development modules directed by the GAT results need to be completed within one year.

- **Institutional Resilience Training**

All TRADOC schools have begun integrating progressive and sequential resilience training targeted to unit deployment cycles for maximum benefit.

- **Master Resilience Trainers**

USAREC is aggressively working to meet the Army's plan for MRTs who once in place, these trainers will be a leader's asset and contribute to team development.

Eventually MRTs will be placed at battalion, brigade and command levels.

The goal is to have "Soldiers helping Soldiers."

# Bringing Medical Influencers to the Table

## Zeroing in on Peer-to-Peer Relationships

By Lisa Soule  
Associate Editor

Doctors are different -- particularly when considering career decisions. Building on a grassroots community relations program that has successfully impacted other recruiting efforts, medical recruiters are incorporating new ideas to establish stronger links with medical influencers.

While parents, teachers and community leaders are considered strong influencers among non-prior service prospects, medical professionals look primarily to their peers for career support.

"The medical community is so peer-focused," said Zina Poletz, an account manager with the Weber Shandwick public relations firm supporting the Army's grassroots program. "When you can have physician talking to physician, especially people in positions of authority, their words carry weight."

The original grassroots program began

For assistance with your own grassroots efforts, go to  
[www.armygrassrootsplaybook.com](http://www.armygrassrootsplaybook.com)

with public relations support in a Dallas demonstration market in Fiscal Year 2007. Community advisory boards made up of centers of influence are the lynchpin of the program. These boards, which are now established in 30 markets throughout the command, become advocates for the Army and help recruiters overcome obstacles.

When branching into USAREC's medical recruiting efforts, the public relations firm zeroed in on an important fact gleaned from a 2007 survey of medical professionals. Although the survey showed medical influencers held a favorable view of the Army, they were not likely to recommend it as a career choice to their students or peers.

"They were very likely to recommend private practice or academia," Poletz said. "They were less likely -- although it still



All eyes are on former MRB Commander Col. Rafael Montagno as he talks with Los Angeles area medical and dental COIs and Los Angeles Medical Recruiting Company Commander Maj. Bruce Britson about ideas for an Army grassroots committee.

ranked high -- to recommend research. The reason the Army wouldn't come up is that it wasn't top of mind."

The Grassroots program will help position the Army as a positive career option, where interesting innovation and medical

research takes place. "The more we can do this, the more physicians and dentists will

think of the Army as a career choice when speaking with their peers."

The first medical advisory board was developed in the greater Washington, D.C./Baltimore metro area. Twenty-three high-profile medical and dental board members worked with Army recruiting to raise awareness about Army careers and the high quality of Army medicine through speaking engagements, articles in their organizations' publications and media interviews. Faculty members at area medical and dental schools were particularly helpful in reaching students with a positive Army message.

In Indianapolis, medical recruiters rounded up COIs from medical schools, and the Department of Veterans Affairs for a May 2010 meeting. Lieutenant Col. Ron-

ald Walker of the 3d Medical Recruiting Battalion said the meeting was organized without any agency support but with the same focus on reaching the peers of future medical Soldiers.

On the West Coast, Southern California medical community leaders have participated in two meetings of the Los Angeles area Community Advisory Board. After their initial get together in April, board members heeded their call to action and began helping recruiters knock down walls and open doors in order to better reach COIs.

The initial meeting even resulted in an applicant. While direct recruiting is not the program's intent, the applicant was an unexpected but welcome benefit, said Los Angeles Medical Recruiting Company Commander Maj. Bruce Britson. "They responded wonderfully," Britson said of the board. "From Day One, it was 'how can we help?'

The goal of the grassroots program is to answer that question with specific calls to action. Asking for the assistance of the medical professionals seems like a simple approach, and therein lies its success.

"This is a simple approach, but a different approach than we use as recruiters," Britson explained. "This is a different perspective -- a different flavor. I'm not asking them to help me recruit; I'm asking them to help influence."



PHOTOS BY RICH BECKETT

Left: Jenny Zhao, a chemistry teacher at Cleveland High School in St. Louis, takes a turn in a driving simulator during a tour of the Joint Drivers Simulations Training Facility at Fort Leonard Wood, Mo. Above: Trainees march to a firing range during a Field Training Exercise that is part of the culmination phase of Basic Combat Training and combines all previously taught combat skills.

## Educators View Soldier Training Up Close

By Lisa Soule  
Associate Editor

Kansas and Missouri-area educators experienced a "day in the life" of a new Soldier last month during a Fort Leonard Wood tour.

The educator tour was designed to give teachers a firsthand account of the educational emphasis during Basic and Advanced Individual Training, said Kansas City Recruiting Battalion Education Services Specialist Rita Hanks.

Over the course of two days, educators participated in driving simulations, witnessed firearm training and watched Soldiers react to a chemical spill scenario.

"We want them to witness the training Soldiers receive in a given military occupational specialty," Hanks said. That made Fort Leonard Wood an ideal choice with its schools for Military Police, Chemical and Engineer Soldiers.

Paul Kyle, dean of students at Johnson County Community College in Overland Park, Kan., said the tour helped him and a colleague brainstorm new ideas concerning military students.

Kyle said the tour prompted them to suggest to school leadership new ways to serve Soldiers.

"It really caused us to dream big," Kyle said. "We have always looked at serving veterans, but this has us looking to serve active duty as well. We were wondering how we could become a military regional center and looking at the educational needs of our students."

The 11 attendees each rated the event "excellent" during an end-of-tour evaluation. Hanks said members of the group were most impressed with the research, development and simulation that went into the training and education of today's Soldiers.



Lieutenant Col. Randall Wickman, commander of the 2d Battalion, 10th Infantry Regiment, explains the rigors of Basic Combat Training to a group of educators participating in a tour of Fort Leonard Wood, Mo.



## Seattle Battalion Hosts 14,000 at Fitness Expo

Story and photo by Don Wrenn  
Seattle Battalion

Promoting health, wellness and more active lifestyles, the Seattle Recruiting Battalion hosted its Second Annual Army Strong Fitness Exposition in June at Fort Steilacoom Park in Lakewood, Wash. The expo – jam packed with a variety of fitness activities – was a community relations event to help the local community address obesity, childhood diabetes, high-blood pressure and other health-related risks associated with poor fitness levels.

Tacoma Company Soldiers staffed the event, which was held in conjunction with the city of Lakewood's SummerFEST. While the intent was to hold a community relations event, the battalion still gathered a healthy number of leads – 843.

About 14,000 people attended the three-day affair that began on a Friday with Soldiers leading physical training for the youth fitness day. Local schools had just ended the academic year, so this was a way for Soldiers and the city to kick off the summer in a popular city park.

Saturday was the keystone day of the event. Sports clinics hosted by players and coaches from the battalion's sports partners were the day's highlights. Lawyer Malloy and Josh Wilson of the Seattle Seahawks led a clinic for Future Soldiers and youth on the basics of football. Two coaches from the Seattle Sounders FC youth outreach program worked with soccer players, and the Seattle Storm hosted a mini 3-on-3 basketball tournament. Six members of the Seahawks cheerleading squad, the SeaGals, also made an appearance and performed for the community. The Seattle Thunderbird hockey team also had an interactive display.

Mini-fitness competitions were run throughout the day for push-ups, sit-ups, dips and chin-ups. The best performers in each event received medals during the closing ceremonies. Short PT sessions were run several times to demonstrate to the public simple ways they can stay active and get exercise.

Drawings were held for giveaways which included Army gear, autographed sports partners team memorabilia and tickets to upcoming sporting events.

Lakewood Mayor retired Brig. Gen. Doug Richardson recognized the community and sports partners, fitness competition winners and the Soldiers of Tacoma Company during the closing ceremony.

Sunday closed out the event with the Army Strong 5K Challenge.

TOP: Soldiers of Tacoma Recruiting Company lead a mini physical training session to demonstrate ways people can stay active to fight the growing obesity problems faced in today's society. ABOVE: A young prospect nails the football toss during the event that held fitness competitions in push-ups, sit-ups, pull-ups and dips.



Columbus recruiters Staff Sgt. James Henderson and Staff Sgt. Donald Carle follow two Sea to Shining Sea bikers as they participate in the Ohio leg of the historic event that began 54 days earlier in San Francisco May 10.

## Recruiters Ride with Wounded Veterans

*Story and photo by D. Charone Monday  
Columbus Battalion*

Four Columbus Battalion recruiters showed their support for disabled veterans by riding alongside them in the Ohio leg of the Sea to Shining Sea bike trek in July.

The goal of the highly publicized journey, which included 35 wounded warriors, was to honor the courage of servicemembers, recognize the strength of the American spirit and challenge perceptions of how athletes are viewed.

The race began in San Francisco at the Golden Gate Bridge May 22 and ended July 24 at Virginia Beach.

Many of the riders were wounded in Iraq or Afghanistan incurring disabilities ranging from amputation to traumatic brain injuries.

Wounded warrior Nicolette Maroulis said she took part in the 4,000-mile trip to show other injured veterans that "We can still have a life after injury."

"It may not look like what they expected it to, but they can still get out ... we can get off the couch ... we can go push our limits ... and we can create the life that we want."

Maroulis said the ride gave her hope.

"I got a feeling of patriotism from so many Americans. Riding through the small cities of our nation ... I just wasn't expecting to see that the average American got it. That was just amazing to me."

The day before the recruiters joined the group, Battalion Commander Lt. Col. Matthew Carran greeted the veterans as they stopped for a night's rest. Many veterans expressed appreciation for the battalion's show of support. No other branch of service had recruiters riding with the vets.

Recruiters got the opportunity to get to know several of the veterans. Sergeant Douglas Arnold heard a lot of interesting stories about "How they were wounded and the military experiences they had. The military instilled a lot of discipline in these people and they've applied that discipline in their personal lives to help them in situations like this."

Staff Sgt. Donald Carle found the day exhilarating.

"It was a good ride, a good challenge. I have to give the disabled vets a lot of credit. They've really achieved something fascinating here."

Though the Ohio leg of the trip was considered easy compared to other places like the Rocky Mountains, the recruiters found the ride challenging but rewarding as they met some of America's finest and determined disabled veterans.

## Baton Rouge Soldiers Score Hole in One With Local Kiwanis

*By Jennifer Villaume  
Baton Rouge Battalion*

Baton Rouge Soldiers engaged more than 75 community leaders, educators and professionals during the 11th Annual Red Stick Kiwanis Golf Tournament,

"Red Stick Kiwanis fully supports the Army and will positively spread the word about the benefits of serving our nation," said Jacques Villaume, former Lt. Governor of Kiwanis Division 8B. "Even though I was a Lt. Cmdr for the Navy, I am proud to support the Army in their recruiting efforts."

Soldiers provided each entrant an Army "ditty bag" containing an Army hat or T-shirt, golf ball and tee set and a commitment card. Many golfers switched their own hat over to the Army black and gold.

Providing the registration tent presented opportunities for recruiters to engage potential COIs.

"We had over 20 pledges of support from the golfers and arranged two appointments for potential recruits," said Sgt. 1st Class Terry Peterson, Baton Rouge Battalion. "We established relationships with company representatives who we did not have the opportunity to meet before this tournament. These companies will be great as PaYS partners."

This is the second year the battalion has been involved in the tournament. The Kiwanis members became trusted, informed advocates, opening doors to area high schools through Key Club and networking Soldiers to other potential influencers for support.

A large Baton Rouge engineering firm and the Military Officers Association of America each sponsored a four-Soldier team in the tournament.

"I was really happy with how the day went and how well the Soldiers represented the Army," said retired Col. Jerry Juneau, MOAA president. "I know that we will be supporting another team next year."

During the awards presentation Soldiers and veterans were honored for their military service.

## Soldier Chose PaYS to Ensure He Had Plenty of Post-Army Opportunities

*Story and photo by D. Charone Monday  
Columbus Battalion*

At age 20, Anthony Little went into the Army to get experience. Never intending to make it a career, he saw the military as an opportunity to lay the foundation for his future.

From the beginning, his attitude was to go in and build his resume through the military, not thinking of the Army as a career maker but a career builder.

Little said he signed up for the PaYS option not giving it much thought.

In fact, according to him, "I selected PaYS after the MEPS guidance counselor suggested it because I thought it was an opportunity and I'd rather have many opportunities I didn't use than to not have them at all and to need them."

After spending four years in field artillery with the 101st Airborne Division at Fort Campbell, he didn't reenlist because he wanted to take what he had gained from the Army and let it benefit him in the civilian world.

"I learned a lot about myself and I



Anthony Little works as a service sales rep and route driver for Cintas in Lancaster, Ohio. Though on the job for less than six months, he has impressed his boss with his work ethic.

learned discipline, which I already thought I had, but it got better. My leadership and communication skills also improved through my experience in the Army," he

explained.

Little said that he'd forgotten about his PaYS option until about two months after he left the Army

"As I was looking for a job, I stumbled upon Cintas. I researched the company and looked in my files and saw that I had it as my PaYS option. I immediately contacted the PaYS office, did an application online for Cintas, and within a week I was called for an interview. I think that the program really played an important part in me getting the job here."

Cintas manufactures uniforms and apparel and restroom supplies, and delivers safety mats.

His supervisor, Jon Rose, said, "I believe that PaYS helped us recruit a top notch candidate with strong work ethic."

"It's great to know that the military has programs and institutions that not just help people on active duty," said Little, "but also ones like PaYS that help people who have served their country and helps make sure they can stand on their feet once they're out."

Currently, one in five youth 12-19 years old is overweight, compared to one in 20 in the 1960s, and the rate is expected to grow to one in four by 2015.

Faced with these daunting statistics, recruiters at the Milford Station in Watervliet, N.Y., are making an effort to combat these numbers at a time when our country is in the midst of an obesity epidemic.

Station commander Staff Sgt. Shawn Gumlaw and Sgt. Logan Saunders of the Milford Station organized the Army Physical Fitness Challenge and were able to sell the idea to school officials at Blackstone-Millville High School in Blackstone, Mass.

The two-day wellness event of one-minute competitions, held at the high school track, consisted of sit-ups, running, and push-ups. Students were also encouraged to compete against each other in a rock wall climb.

Morning announcements at the school served as the medium to get the word out, which motivated students to learn how they could get in on the competition. School faculty and the superintendent took part by cheering students on and the Army Strong theme dominated the field.

The event also enabled Gumlaw and Saunders to solidify their relationship with school officials and to sustain their presence among the high school students.

"We broke the barrier that sometimes exists with joining the military, and the school has seen how just an event can change a student's attitude and motivate them to succeed."

Gumlaw and the station recruiters were ecstatic the program was such a success and plan to incorporate this event into their back-to-school schedule this fall.



Students at Blackstone-Millville High School in Blackstone, Mass., participate in the Army physical fitness challenge.

## Students Participate in Army Physical Fitness Challenge

*Story and photo by Jane Spass  
Albany Battalion*

As obesity rates climb among teenagers, fewer and fewer are able to enlist in the Army.

## German TV Documents How America Recruits its Army

*Story and photo by Christine June  
Harrisburg Battalion*

German television reporter Stephan Bachenheimer heard something he liked June 24 at the Harrisburg Recruiting Center in Harrisburg, Pa.

"Do you think you can get that swoosh sound again," he asked the Harrisburg Opportunity Center Assistant Commander Staff Sgt. James Slough. Slough was operating the center's new Career Navigator, an interactive video system that shows more than 150 job opportunities in the Army.

Bachenheimer was shooting a segment on how America recruits its Army for a television program about the way the U.S. operates with an all-volunteer force. It aired July 9 on Germany's international network.

"The story that I am doing is how does it look with a professional Army," Bachenheimer said, "In Germany ... we have a draft service."

The program compared the German draft service with America's all-volunteer force.

The station's reporters in Berlin interviewed members of the German Army on the same or similar topics that Bachenheimer conducted with the American military.

The comparison was done with in-depth segments on how each country's military force addresses certain topics such as career opportunities.

As an example, Bachenheimer cited, "The argument you hear very often in



German TV reporter Stephan Bachenheimer interviews Capt. Eric Sutton, Harrisburg Company commander, June 24 at the Harrisburg Opportunity Center in Harrisburg, Pa. The interview, part of a program about America's all-volunteer force, aired July 9 on Germany's international network.

Germany is that a professional Army is self-selected — only one type of people [join] — they are all gung-ho, and it's something crazy that we all do not want."

Researching whether or not this argument and a few others were true, Bachenheimer interviewed recruiters and Future Soldier Nick Fiaschetti, 23, who enlisted in the Army March 2.

"Why did you choose the Army," asked Bachenheimer at the start of the interview.

"The Army seemed the best fit — a great opportunity to better myself." Fiaschetti paused before adding, "The Army presented an opportunity for me to be a leader to lead Soldiers."

Looking at it from another angle,

Bachenheimer asked the Harrisburg Recruiting Company Commander Capt. Eric Sutton, "Why do you think people join the Army? Is it the education, training or adventure?"

Without hesitating, Sutton replied, "I think it's the current logo — 'Army Strong.' It just entices you. You just feel that you can be strong in whatever job (in the Army) you decide to do. It's a great draw for people."

Germany's international network broadcasts throughout the world, except — interestingly enough — in Germany, because it's an international broadcasting corporation and by law, cannot broadcast in Germany, said Bachenheimer.

# maxim

## Exposure Soldiers Impress Scouts

By Fonda Bock  
Associate Editor

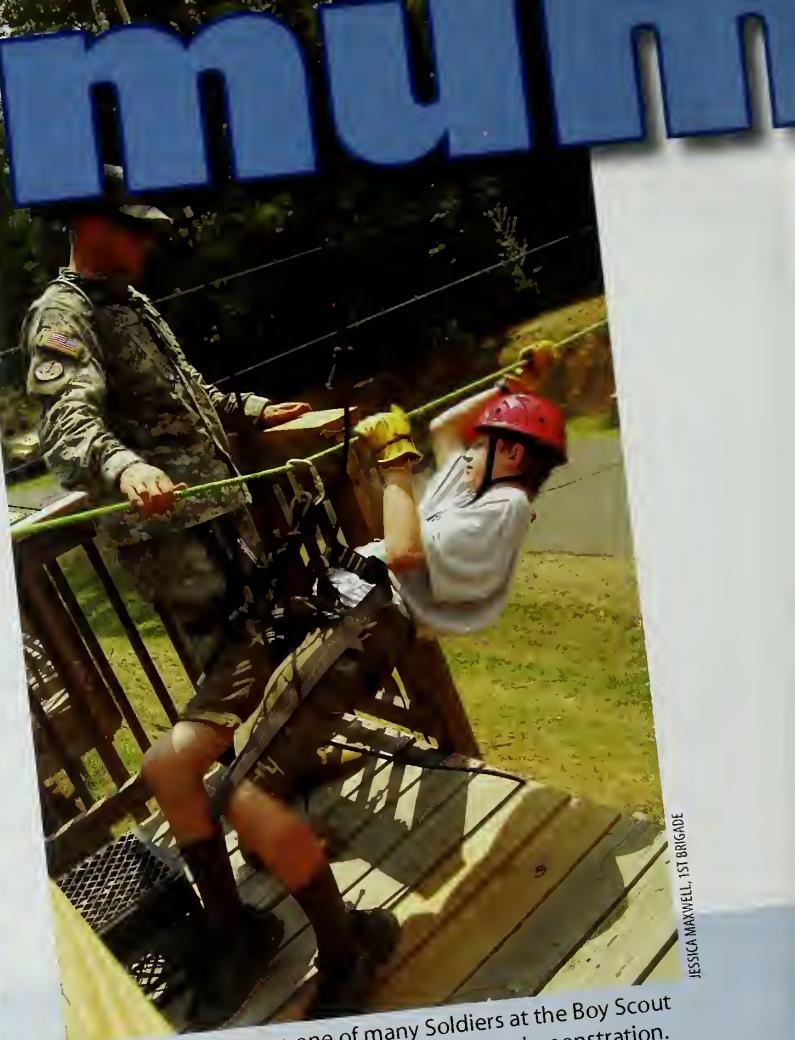


Drill Sgt. 1st Class Miguel Medina encourages a Scout at the push-up exercise, part of the Strength in Action Zone. Everyone has seen images of Drill Sergeants on television and in movies and the Scouts had a chance to stand in front of one.

In the midst of all those people sat an Army footprint showcasing everything the Army has to offer in the way of job training, career and educational opportunities and the Army Strength in Action Zone (SIAZ). Manned by 12 recruiters from the Beckley and Baltimore Battalions, the zone was in place for the entire run of the event giving Scouts a chance to test their physical strength by participating in the push-up competition — monitored by drill sergeants — climbing the rock wall, maneuvering across the zip line and taking a ride in the flight simulator. The first Scout to crank out 103 push-ups won an Army backpack filled with small give-aways. With 3,000 to 6,000 participants a day working their way through the SIAZ, Mason said the event provided recruiters with great exposure.

"Really good event for Army exposure, especially for ROTC, but also for recruiters, because [the Scouts] are going to go back and tell their friends, 'We did this really cool thing with the Army at the jamboree.' And it opened us up to potential COIs, as well."

Mason said everyone was very excited and appreciated the Army was there and were very eager to participate. Secretary of Defense and former Eagle Scout Robert Gates addressed the crowd on the third day, telling the Scouts they were role models and a new generation of worthy leaders.



Specialist Joel Grover, one of many Soldiers at the Boy Scout Jamboree, assists a Boy Scout at the zip line demonstration.

**“W**hat made the jamboree a great event for the Army was we very rarely get an opportunity to work with 45,000 males who will be Army eligible within three years."

Captain Russell Mason, commander of the Potomac Recruiting Company, is talking about the annual Boy Scout Jamboree held last month at Fort A.P. Hill. This year also happens to be the 100th anniversary of Boy Scouts of America.

The 10-day event attracted more than 50,000 Scouts and Scout leaders from across the country and approximately 275,000 visitors.

Recruiting efforts were a success, according to Captain Mason. "It's been a great opportunity for us to showcase what the Army has to offer," he said. "It's been a great opportunity for us to showcase what the Army has to offer in the way of job training, career and educational opportunities and the Army Strength in Action Zone (SIAZ)."

Manned by 12 recruiters from the Beckley and Baltimore Battalions, the zone was in place for the entire run of the event giving Scouts a chance to test their physical strength by participating in the push-up competition — monitored by drill sergeants — climbing the rock wall, maneuvering across the zip line and taking a ride in the flight simulator. The first Scout to crank out 103 push-ups won an Army backpack filled with small give-aways. With 3,000 to 6,000 participants a day working their way through the SIAZ, Mason said the event provided recruiters with great exposure.

"Really good event for Army exposure, especially for ROTC, but also for recruiters, because [the Scouts] are going to go back and tell their friends, 'We did this really cool thing with the Army at the jamboree.' And it opened us up to potential COIs, as well."

Mason said everyone was very excited and appreciated the Army was there and were very eager to participate. Secretary of Defense and former Eagle Scout Robert Gates addressed the crowd on the third day, telling the Scouts they were role models and a new generation of worthy leaders.

JESSICA MAXWELL, 1ST BRIGADE

# NHRA Rider Puts Aside Bike for Boots

By Catherine Pauley

Sacramento Recruiting Battalion

Ray Moore has lived an adventurous life. He races drag bikes in the National Hot Rod Association circuit and is a musician who has performed with nationally known artists.

The 31-year-old Moore of Sacramento put all of this on hold to enlist as a paralegal specialist. He left in early May for basic training at Fort Jackson, S.C. "My Army enlistment is a new experience," Moore said. "I was able to pick a MOS that would not only be helpful to the Army, but a skill I could use later in life."

Moore's brother was one of Ray's great influencers in joining the Army. "I have seen the wonderful change in him," Moore said of his brother, Capt. David Moore. "David went from being an adult to a man, being provided for to being a provider, and from a follower to a leader and that struck my interest."

Moore also has a family to take care of – his wife, Destaneigh, and daughters, Kaytlynn, 7, and Hayleigh, 1 month. "I have been able to do a lot of things in my life such as music, racing, working, being a father and a husband," Moore said. "I would also like to add being a Soldier to the list of achievements in my life."

"I want my children to grow up knowing I have done something in life to hopefully better their future. I, as a father and a husband, have an obligation to support, protect and care for my family any way I can," Moore said.



BUMBLEBEE MOTORSPORTS

Future Soldier Ray Moore participates in the second round of eliminations at the Sacramento Raceway in 2009.

## Texas Future Soldier Puts Her Muscle Behind 'Army Strong'

Story and photo by John L. Thompson III

Houston Recruiting Battalion

A recent high school graduate whose feats have earned a nod in Sports Illustrated is now a Future Soldier eyeing a medical career.

Power lifter Maegan Fontenot has set 11 national records and nine world powerlifting records and earned championships through the American Power-Lifting Federation. Fontenot, who graduated from Little Cypress-Mauriceville High School, was featured June 7 in Sports Illustrated's "Faces in the Crowd" section. She has enlisted as a combat medic.

"The only thing that gets me through a power-lifting season is I want to beat myself," Fontenot said. "If I am not first place, I want to at least beat the records I have set for myself – personal records. I always want to get better; that's what drives me."

Like building muscle strength, choosing to join the Army was not a snap decision for Fontenot. She found someone she knew who could help her make the transition from civilian to Soldier. And that someone was Orange, Texas, Recruiter Staff Sgt. Walter Stalder.

"From the jump, Maegan is a natural born leader," said Stalder, who has known Fontenot since she was high school junior. They both attend the same church. "People flock to her. She has a command presence about her - there is no question in my mind she is going to be a NCO in the next year and a half."



Staff Sgt. Walter Stalder with Future Soldier Maegan Fontenot, who holds national and world powerlifting records.



Actor Louis Gossett Jr. greets Sgt. 1st Class Enrico Leak and Maj. Gen. Jeffery Arnold at the 101st Annual NAACP convention in Kansas City, Mo.

## NAACP Convention Sees Army Careers on Display

*Story and photo by Fred Hermstein  
Kansas City Recruiting Battalion*

The Army made an impression in July at the 101st Annual National Association for the Advancement of Colored People convention in Kansas City, Mo. Representatives from the Army and other services participated in the event's ribbon cutting and received a special greeting from NAACP President Ben Jealous and Chairwoman Roslyn Brock.

The Army displayed a career center at the NAACP job fair educating the public about officer and enlisted options. Visitors to the Army center included Tuskegee Airmen, Buffalo Soldiers and other veterans. Actor Louis Gossett Jr., signed his latest book for servicemembers and accepted a set of dog tags from an Army drill sergeant.

## Recruiter's Dream Car Attracts Attention

*Story and photos by John L. Thompson III  
Houston Recruiting Battalion*

Sergeant 1st Class Gerald Tryhane fixed busted trucks as a heavy wheel mechanic, blazed his way in battle as a cavalry scout, and lives the dreams many attracted to Army service hope to pursue.

Now a recruiter out of Conroe, Texas, Tryhane says he always wanted to be a Soldier. However, his love for auto mechanics began when a friend took him to a race of short track Indie cars where his friend's aunt and uncle raced cars they owned. Tryhane says his journey to

becoming a mechanic began by "fetching tools."

Tryhane soon graduated to tires; then learned his way to vehicle suspensions. In a high school aircraft mechanics class, he learned to build his first race car nose wing. From there he learned how to work on engines; and before joining the Army, he became a crew chief responsible for one of these very-pricye race cars.

His ability to expertly wield tools translated into his first Army job as a heavy wheel vehicle mechanic. Although he did not mind turning wrenches, he knew in his heart he wanted something challenging and exciting. He also said he wanted to learn how to "blow up stuff," which is why, in part, he became a cavalry scout.

Tryhane points to his 1997 Jeep Sahara with 35-inch tires and a raised body with pride; it is a custom project he did all by himself. In spite of the hundreds of miles off road and the work he did on the Jeep, he was on the lookout for the car of his dreams: a 1976 Chevrolet Corvette. Last year, he found it.

His 1976 Corvette Stingray can even



Sgt. 1st Class Gerald Tryhane with his 1976 Corvette parked outside the Conroe, Texas, recruiting station where it attracts a lot of attention.

keep up with Tryhane's high standards, allowing him to harness his 700-horse powered muscle car at the push of a button. Tryhane ramped up the car's cooling system, replacing some aerodynamic parts to help with airflow for this nitrous-enhanced head turner; it gives his car the sleeper look that will take many by surprise. He has found that this finely tuned vehicle is a perfect conversation starter with the variety of young men and women who visit his recruiting station.

"They see my car and they see Army plates on it." He said they usually ask if he is in the Army, often commenting that they didn't think a Soldier could afford a high-end muscle car while serving in the military. "I ask them to come meet me in my office." Then, I show them how they can afford it, too!"



Sgt. 1st Class Gerald Tyrane shows off the engine inside his 1976 Corvette Stingray.

# GOLD BADGES - RECRUITER RINGS - MORRELL AWARDS - JULY 2010

## GOLD BADGES

COLUMBUS  
SGT Eric Carico  
SSG Gregory Meckes

GREAT LAKES  
SGT Nolan Cook  
SGT Ashley Seebaugh  
SGT Kalvin Gill

HOUSTON  
SGT Jared Silvrants  
SGT Scott McMahon

JACKSONVILLE  
SFC Darron Pittman  
  
NASHVILLE  
SSG Kyunghee Berglund  
SSG John Pushard

NEW ENGLAND  
SSG Matthew Vieira  
SSG Rafael Crespo  
SSG Kyle Ferguson

SSG Calvin Ortega  
SGT Nhut Nguyen

PHOENIX  
SGT William Vice  
SFC Brad Wiedman  
SGT Anthony Marino  
SGT Walter Huber  
  
SALT LAKE CITY  
SGT Fredrick Harris  
SSG Cassidy Larsen  
SFC Chad Momerak  
  
SAN ANTONIO  
SGT Christopher Gibson  
SSG David Degroot

SOUTHERN CALIFORNIA  
SSG Joel Harris  
SSG Dewey Spence  
SSG Jason Black  
SSG Jesus Valdobinos  
SSG Michael Howen  
SGT Paul Soumolphakdy  
SFC Michael Archer  
SGT Sergio Vizcarra  
CPL Kristie Stadler  
  
MINNEAPOLIS  
SGT Jack Stengel

TAMPA  
SGT William Pohl  
SGT Winston Lazo  
SGT Jason Bryant  
SSG William O'Brien  
SSG Raymond Shirley

1ST MRB  
CPT Jeannine Bullen  
SGT Sonya Clary  
MAJ Craig Parson  
CPT Brett Phillips

## RECRUITER RINGS

5TH MRB  
SSG Randy Christy

BALTIMORE  
SSG Darian Bryant

CHICAGO  
SFC Kenneth Bierle  
SFC David Wilcox  
SSG Leon Harris  
SSG Joseph Stanfill  
SSG Canaan Beeman  
SSG Matthew Ward  
SSG Shaun Kackert  
SGT James Camarda  
SGT Kashonna Castro  
SGT Jacob Smith  
SGT Robert Bishop

COLUMBIA  
SSG Hinson Brown  
SSG Culhaine Brown  
SGT Chakareon Hampton  
SGT Justin Everingham  
SGT James Bryant  
SGT Addison Brown  
SFC Robert Ibanez  
SFC Damon Hewing  
SFC Alexander Collier  
CPL Terrika Span  
SSG Felix Matosczuz

DALLAS  
SFC Edward Hannah  
SSG Everett Turner  
SSG Kayln Tieman

DENVER  
SSG James Olivas

FRESNO  
SSG Nicholas Camarillo

SSG Jacob Dorner  
SGT Angelica Brock

HOUSTON  
SGT Angel Morales  
SSG William McDaniel

JACKSONVILLE  
SSG John Koss  
SSG Jason Roberts  
SFC Antonio Ramirezgonza  
SSG Julius Lewis  
SFC Steven Berry  
SSG Torrin Bouvia  
SSG Christopher Bauman  
SGT Timothy Cousins

MIAMI  
SGT Camilo Gonzalez  
SGT Paul Dumervil

MID-ATLANTIC  
SSG Leon Myer

MINNEAPOLIS  
SSG Jesse Coleman  
SSG Jared Seiler  
SSG Daniel Short  
SFC Johnny Jones

3D MRB  
SFC Shamanlall Ramdass  
MAJ James Spencer

NEW ENGLAND  
SFC Robert Knight  
SGT Angelo Avanzato  
SGT John Marshall  
SGT Scott Wynne

NEW YORK  
SGT Michael Bell

RALEIGH  
SGT Troy Carter

SGT Michael Bone  
SFC Allen Sconiers

SALT LAKE CITY  
SSG Jeremiah Williams  
SGT Robert Spencer  
SSG Milo Nelson  
SFC David Brown

SEATTLE  
SSG Edward Thierry

SOUTHERN CALIFORNIA  
SGT Michael Rodriguez

SGT Richard Satto  
SSG Brence Burden

SSG Daniel Richie  
SFC Daniel Beltran

SSG Peter Wallat  
SSG Michael Walters  
SSG Christopher Taffoya  
SSG Raymond Wray  
SSG Roberto Deguzman  
SSG Brandon Cooper

TAMPA  
SSG Craig Udelhoven  
SSG Lee Diaz

## MORRELL AWARDS

6TH MRB  
SFC Juvenal Villalobos

BALTIMORE  
SFC Brian Grotz

CHICAGO  
SFC Robert Surface

COLUMBIA  
SSG Timothy Wilson  
SSG Michael Wamsley  
SSG Katherine Fortner  
SSG Trivia Ellis  
SSG Keith Aiken  
SFC Richard Humbertson  
SFC Kirk Engle  
SFC William Brisbane  
SSG Bryan Wylie

DALLAS  
SSG Kellie Grimes

DENVER  
SSG Billy Smith

FRESNO  
SSG Richard Teunis  
SFC Harry Beckwith  
SSG Terrance Anthony  
SSG David Grimm  
SFC Edwin Soleta

HOUSTON  
SSG Eric Hennesey

JACKSONVILLE  
SSG Gabriel Lord  
SSG Russell Gotshall

MIAMI  
SSG Jermaine Martin  
NASHVILLE  
SSG Ronnie Lax

MINNEAPOLIS  
SSG Roberto Rodriguez  
SSG Jonathan Henessee

NEW ENGLAND  
SFC Brock Cluckey  
SSG David Farmer

RALEIGH  
SSG Thomas Tucker  
SFC Thomas Kenny  
SGT Steven Dobrinski  
SSG John Cochran  
SFC Wayne Wilson  
SGT Eric Matthews  
SFC Max Casey

SALT LAKE CITY  
SSG Michael Smith  
SFC Dong Oh  
SGT Levi Hancock  
SSG Victor Adkins

SAN ANTONIO  
SFC Chris Aleman  
SFC Antonio Alejos

SEATTLE  
SSG Patrick Obryan

SOUTHERN CALIFORNIA  
SSG Rodney Graham  
SFC Jeremy Sparks  
SSG Robert Vorba  
SFC Christine Harris  
SGT Stephen Morales  
SSG Jimmy Perry

TAMPA  
SSG Barry Briggs  
SSG Mikol Rowland  
SGT Juan Mercado  
SFC Jerry Stewart  
SSG Manuel Morales  
SSG Christopher Leyen

**1. You are conducting an Army interview with a college freshman. The prospect is balking at making a decision. You identified the real obstacle and asked follow-on questions to uncover the prospect's real concerns. How do you complete the third step in overcoming obstacles?**

- a. Engender the commitment
- b. Provide the prospect with a copy of the Army Recruiting Compensation Advantage (ARCA) alternative comparison sheet
- c. Work on building trust so the prospect will open up
- d. Offer insight through experience and provide the prospect with choices

**2. What is the main reason for lost enlistments?**

- a. Lack of follow up
- b. Failure to graduate
- c. Peer influence
- d. Parental influence

**3. Which activity is an example of a follow-up?**

- a. Contacting a COI to obtain a lead
- b. Contacting a prospect you met at school to arrange an interview
- c. Contacting a prospect you interviewed who wanted some time to think before making a decision
- d. All of the above

**4. What is the goal of follow-up activities?**

- a. To sustain relationships with your recruiting network and to facilitate further processing with your prospects
- b. To get additional referrals
- c. To complete the recruiting cycle for the Future Soldiers
- d. To serve as a mentor by building a relationship with the Future Soldier

**5. You scheduled an Army interview with a new prospect; however, the interview was scheduled outside of a 72-hour window. How should you follow up with this prospect?**

- a. Follow up only if the prospect reschedules or is a no-show
- b. Contact the prospect to confirm the appointment
- c. Send the prospect a mail-out
- d. Follow up isn't needed since you made an appointment

**6. You made contact with a prospect during his or her senior year in high school. This individual is now a freshman in college. When should you follow up with this prospect?**

- a. At the end of the first semester and second semester, and during the summer
- b. At the beginning of the first semester and the end of the summer before sophomore year
- c. At the end of the first semester and the end of the freshman year
- d. Once during freshman year

**7. When do you contact influencers and important persons?**

- a. Once a week
- b. Only when you need something
- c. Every day
- d. When you see them at community events

**8. You followed up with a Future Soldier to explain your role as a mentor and to answer any questions that came up since the last time you spoke. Before ending the conversation, what should you do?**

- a. Ask for a referral
- b. Tell them how many more days are left until they ship
- c. Establish a time and date for the next follow-up
- d. Tell them to call you sometime in the next couple weeks

**9. Army Reserve (AR) Future Soldiers must be escorted to their unit of assignment within \_\_\_\_\_ of their enlistment.**

- a. 12 working days
- b. 10 working days
- c. One month
- d. One week

**10. What is the best way to get your Future Soldiers involved in the FSTP?**

- a. Put them in leadership roles that require more than simple attendance, such as a squad or team leader
- b. Watch their school events
- c. Visit with their families to answer questions
- d. Provide them additional activities when they request it

The answer key is on Recruiting ProNet. Look for the Recruiter Journal Test Answer link in the left column.

If you want to see the answer key, you must be a member of Recruiting ProNet. If you're not already a member, you're missing out on a great way to learn from other recruiting professionals. To apply for membership, click "Become a member" on the Recruiting ProNet home page: <https://forums.bcks.army.mil/secure/CommunityBrowser.aspx?id=51486>.

# PHASE LINE SUCCESS



1st Brigade



2d Brigade



3d Brigade



5th Brigade



6th Brigade



Medical Brigade

July Fiscal Year 2010

## Top Large Station

Newport News  
Beckley

Brandon  
Tampa

Clarksville  
Nashville

Chandler  
Phoenix

Pacific Beach  
Southern California

San Mateo  
6th MRB

## Top Small Station

Norwich  
Albany

St. Croix  
Miami

Osceola  
Minneapolis

Sand Springs  
Oklahoma City

Issaquah  
Seattle

Newburgh  
1st MRB

## Top Company

James River  
Beckley

Tampa  
Tampa

Charleston  
Columbus

Tucson  
Phoenix

Guam  
Portland

New York City  
1st MRB

## Top Battalion

Albany

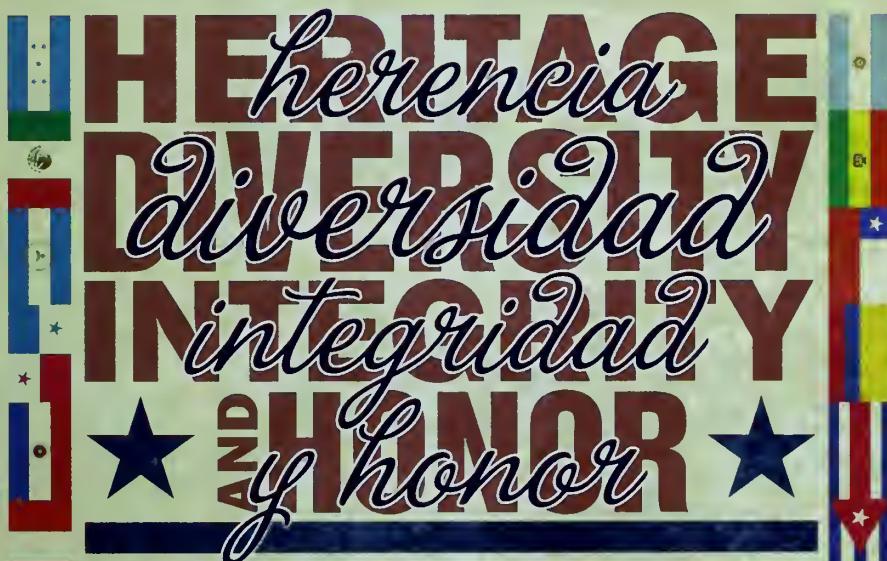
Tampa

Columbus

Phoenix

Portland

6th MRB



Hispanic American  
Heritage Month



# NEVER

"SHOULDER TO SHOULDER - I WILL NEVER QUIT ON LIFE"

# ACCEPT



# DEFEAT



## Admitting a Need for Help is Not a Character Flaw.

**Suicide Can be Prevented. Get Help.**

Talk to your Chaplain or a Behavioral Health Professional or Call Military OneSource 1-800-342-9647

[www.militaryonesource.com](http://www.militaryonesource.com)

TA-062-0107